

TMOPES 1-97

HEADQUARTERS, UNITED STATES ARMY  
TRAINING AND DOCTRINE COMMAND  
FORT MONROE, VIRGINIA 23651-5000  
17 October 1997

TRADOC Mobilization and Operations Planning and Execution System  
1-97 (TMOPES 1-97)

Time Zone Used Throughout the Plan: Zulu

Task Organization: See ANNEX A

REFERENCES:

Army Mobilization and Operations Planning and Execution  
System (AMOPES)  
AR 5-9, Intraservice Support Installation Area Coordination  
AR 500-5, Army Mobilization and Operations Planning and  
Execution System (AMOPES)  
AR 10-41, Organizations and Functions U.S. Army Training and  
Doctrine Command  
FM 100-17, Mobilization, Deployment, Redeployment, Demobili-  
zation  
TRADOC Reg 10-5, Organization and Functions TRADOC  
TRADOC Reg 10-41, Organizations and Functions Mission  
Assignments TRADOC  
FORSCOM Mobilization and Deployment Planning System  
(FORMDEPS) FORSCOM REG 500-3-1 thru 500-3-10  
DA Pam 600-XX (CONUS Replacement Center Handbook)  
FM 25-100, Training the Force  
FM 25-101, Battle Focused Training  
FM 25-5, Training for Mobilization and War

1. SITUATION.

a. Enemy Forces. ANNEX B, Intelligence.

b. Friendly Forces.

(1) Department of the Army (DA) - On order, deploy and sustain sufficiently manned, equipped and trained forces to support approved military operations. Alert and mobilize approved Reserve Component (RC) units and be prepared to demobilize RC forces, as directed.

(2) U.S. Army Forces Command (FORSCOM) - When directed by HQDA, FORSCOM mobilizes, activates, trains, prepares for deployment, and deploys those units required to expand the Army to meet war or other emergency requirements.

(3) U.S. Army Medical Command (MEDCOM) - On order, provide medical support to the mobilizing and deploying forces, to the continental United States (CONUS) active duty population, to patients evacuated from the theater(s) of operation, and to other eligible beneficiaries (family members and retirees) within the limitations of available resources in the direct care system.

(4) Military Traffic Management Command (MTMC), a component of U.S. Transportation Command (USTRANSCOM), a unified command--On order, provide for the phased expansion of personnel, operations, materiel, equipment and services of MTMC in support of the forces in wartime, or emergency requirements of the Department of Defense under any degree of mobilization.

(5) U.S. Army Materiel Command (USAMC) - On order, equip and sustain the operational force; provide equipment, services and supplies to other nations through the Security Assistance Program; develop, test and acquire non-major systems and equipment; provide development and acquisition support to Program Executive Offices (PEOs); define, develop and acquire superior technologies; maintain and, when required, activate standby capacity at depots, ammunition plants and arsenals, and create new capacity; and continue to improve productivity and quality of life.

(6) Other Major Army Commands (MACOMs) - TRADOC provides support to other MACOMs as defined by their respective mobilization plans.

c. Assumptions.

(1) The National Command Authorities (NCA) may not approve call-up or mobilization of the RC for a specific mission. If approved, mobilization may or may not progress sequentially from a Presidential Selected Reserve Call-up (PSRC), through partial mobilization to full mobilization or beyond. If mobilization does not progress sequentially, many of the actions prescribed for lesser levels of mobilization are still implemented.

(2) Department of Defense (DoD) phases the mobilization of units and individuals to accomplish the required build-up of forces consistent with the operation. Even though the Army component commander of the supported theater of operations has priority of Army resources, TRADOC receives critical resources to accomplish mobilization, deployment, and demobilization missions.

(3) Military operations without the involuntary call-up of RC forces:

(a) Some military operations requiring deployment of Active Component (AC) forces occur without a PSRC.

(b) Peacetime active manpower (military and civilian), RC volunteers, civilian overhire, and some active duty military retirees recalled to active duty provide the initial TRADOC manpower requirements in support of a contingency.

(c) Selected STOP MOVEMENT actions are authorized.

(4) PSRC:

(a) For planning purposes, mobilization progresses sequentially.

(b) DA augments TRADOC with assets from the Selected Reserve (Reserve Component units and Individual Mobilization Augmentees (IMA)), recalled military retirees, and RC volunteers.

(c) DA restricts TRADOC access to RC units and individuals in accordance with (IAW) manpower ceilings established by DoD.

(d) Wartime industrial mobilization does not occur, but industrial surge of selected items under peacetime rules of production is directed.

(e) PSRC authority, may callup a maximum of 200,000 members of all Services for up to 270 days.

(f) DA implements selected STOP LOSS authorities and STOP MOVEMENT actions.

(5) Partial Mobilization:

(a) For planning purposes, a PSRC occurs before partial mobilization.

(b) Conscription, selective or general, does not occur.

(c) Wartime industrial mobilization does not occur, but the NCA directs industrial surge of selected items under peacetime rules of production.

(d) DA restricts TRADOC access to the Selected Reserve (RC units and IMAs) and the Individual Ready Reserve (IRR) IAW manpower ceilings established by DoD.

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(e) Partial mobilization authority may last for an extended period of time before a declaration of full mobilization occurs.

(f) DA involuntarily recalls selected military retirees to active duty.

(g) DA implements selected STOP LOSS authorities and STOP MOVEMENT actions.

(6) Full Mobilization:

(a) For planning purposes, a PSRC and a partial mobilization occur prior to full mobilization.

(b) The Selective Service System activates to provide necessary manpower.

(c) The NCA mobilizes the industrial base and may have previously activated some parts of the industrial base under Graduated Mobilization Response (GMR) actions.

(d) DA recalls military retirees in Categories I and II to active duty as needed.

(e) DA implements total STOP LOSS and STOP MOVEMENT actions.

(7) Mobilization of the entire approved Army force structure precedes Total Mobilization.

(8) Demobilization:

(a) General demobilization commences when operational requirements of the supported Commander-in-Chief (CINC) permit.

(b) Demobilization of selected units and individuals may occur at any time during a crisis.

2. MISSION. On order, TRADOC supports FORSCOM to mobilize RC units, deploy AC and RC units, and demobilize RC units; assumes command of selected RC units; expands the training base; provides other training support as required; establishes CONUS Replacement Centers (CRCs); provides battle rostered operations teams; and expedites combat developments and doctrinal publications.

3. EXECUTION.

a. Concept of Operations.

(1) Commander's intent. TRADOC is a supporting command. Maintain practical focus on broad-based spectrum of supported commands. If anything needs fixing, address the problem or make sure another activity takes the initiative. Within prudent operational constraints, protect the force and incorporate safety throughout. Commanders have the widest possible latitude to accomplish tasks within common sense limits defined by spirit and intent of both assigned and implied missions. Leverage all prudent liaison sources to perform mission within context of overall contingency. Paramount throughout are soldiers and families. Make sure soldiers are trained and families provided for.

(2) General. Following are TRADOC's basic mobilization missions:

(a) Unit Deployment/Redeployment. TRADOC installations support FORSCOM requirements for AC unit deployment and RC unit mobilization and deployment. Installations follow guidance contained in the FORSCOM Mobilization and Deployment Planning System (FORMDEPS). The same guidance governs demobilization of RC units.

1 FORSCOM and/or Continental U.S. Army (CONUSA) may task TRADOC installations, agencies, and activities on AC and RC unit mobilization, deployment, redeployment and demobilization planning and execution matters, with information copy to HQ TRADOC, ATTN: ATCS-EOC. FORSCOM provides funding guidance for tasks reimbursable by the supported agency to ensure TRADOC installations, agencies, and/or activities are reimbursed.

2 TRADOC installations, agencies, and activities report to HQ FORSCOM through the CONUSA on tasks for RC and AC unit mobilization, deployment, redeployment, and demobilization planning and execution, but must keep HQ TRADOC informed.

3 Power Projection Platforms (PPP) are major installations designated to mobilize high-priority Reserve Component Units. Installations designated as PPPs will also conduct TRADOC's mobilization missions to Training Base Expansion (TBE) and individual replacement operations. Current TRADOC installations designated to be PPPs are: Forts Benning, Bliss, Eustis, and Sill.

4 Power Support Platforms (PSP) are installations designated to serve as initial mobilization stations for certain E-brigades and assist PPPs during operations. PSPs also conduct TRADOC's mobilization missions of TBE and individual replacement

operations. Current PSP installations are Forts Huachuca, Jackson, Knox, Leonard Wood, Rucker and Lee.

(b) Training Base Expansion. TRADOC expands the peacetime institutional training base, as required, to provide trained and qualified personnel to AC units and mobilized RC units. (See ANNEX T)

(c) Individual Replacement Operations. TRADOC implements military and civilian personnel replacement operations, and other personnel actions, to support the deploying/deployed force. (See ANNEX E)

(d) TRADOC Operations Teams. TRADOC provides battle-rostered operations teams to support Army Component commanders and/or combatant commanders. (See ANNEX G)

(e) Combat Developments. TRADOC develops plans and policies to expedite designated combat development functions to improve operational capability in support of approved operations plans or contingency operations.

(3) Supporting Activities.

(a) TRADOC develops personnel and equipment augmentation support packages by documenting Mobilization Table of Distribution and Allowances (MOBTDA) for PSRC, Partial Mobilization, and Full Mobilization. (See ANNEX O)

(b) TRADOC develops logistics plans to support all TRADOC missions. (See ANNEX D)

b. Tasks.

(1) Operations Directorate, Office of the Chief of Staff.

(a) Coordinate all TRADOC mobilization planning, programming, and execution. Tasks TRADOC staff and installation on all mobilization and exercise related action.

(b) Serve as the overall TRADOC proponent for and oversee the execution of plans, policy, and procedures in support of TRADOC military operations, to include mobilization, deployment, sustainment, redeployment, and demobilization.

(c) Establish priorities for use of TRADOC's assets to support the call-up/mobilization and deployment mission.

(d) Serve as the sole requesting authority, through the Chief of Staff, for RC unit or individual augmentees.

(e) Chairs and schedules the Mobilization Exercise Committee meetings. Membership in the committee include, but is not limited to representative from the Office of the Chief of Staff (OCofS), Deputy Chief of Staff for Training (DCST), Deputy Chief of Staff for Base Operations Support (DCSBOS) (Adjutant General (AG), Civilian Personnel Office (CPO), Logistics (LOG), and Engineer (ENGR), Deputy Chief of Staff for Resource Management (DCSRM), Deputy Chief of Staff for Information Management (DCSIM), Public Affairs, Staff Judge Advocate (SJA), Surgeon and Safety.

(2) Deputy Chief of Staff for Base Operations Support (DCSBOS).

(a) Develop policy and guidance for improving and expanding TRADOC installations and facilities to support operations and mobilization.

(b) Establish TRADOC logistics policy and plans to support the TRADOC mission.

(c) Oversee TRADOC contracting activities in support of mobilization.

(d) Establish overall personnel policy to support the TRADOC mission (See ANNEX E).

(e) Develop personnel policy and guidance for the mobilization, deployment, and demobilization of TRADOC or TRADOC supported personnel.

(f) Monitor the status of TRADOC forces during PSRC, partial mobilization and full mobilization.

(g) Establish overall engineer policy and plans to support the TRADOC mission.

(h) Establish overall TRADOC medical support policy, plans and guidance.

(i) Monitor threat to TRADOC installations and provide guidance to installation Provost Marshals for law enforcement and physical security operations.

(j) Establish TRADOC law enforcement, corrections and confinement operations, and security operations policy and plans to support TRADOC missions (See ANNEX Q).

(3) Deputy Chief of Staff for Resource Management (DCSRM).

(a) Develop fiscal policy to support TRADOC operations and mobilization.

(b) Develop, coordinate, and approve HQ TRADOC and subordinate element MOBTDA's.

(4) Deputy Chief of Staff for Training (DSCT).

(a) Develop TRADOC policy and guidance for mobilization institutional training, to include Military Occupational Specialty (MOS) refresher and reclassification training of IRR personnel involuntarily ordered to active duty.

(b) Develop policy, plans and guidance for expansion of the institutional training base during mobilization.

(c) Develop policy and serve as TRADOC Program Manager for security assistance training provided to foreign personnel under U.S. Army sponsorship.

(5) Deputy Chief of Staff for Information Management (DCSIM).

(a) Provide policy and guidance for expansion of the Information Mission Area in support of operations, contingencies and all levels of mobilization.

(b) Develop contingency plans for the sustainment of Information Mission Area assets.

(c) Monitor all Information Mission Area systems throughout TRADOC and provide guidance to correct deficiencies.

(d) Develop policy to reprioritize TRADOC Information Mission Area sustainment operations.

(6) Deputy Chief of Staff for Doctrine (DCSDOC). Identify and expedite doctrinal publications required to support the operation.

(7) Deputy Chief of Staff for Combat Developments (DCSCD). Identify and expedite combat developments required to support the operation.



(8) Deputy Chief of Staff for Intelligence (DCSINT). Provides the TRADOC leadership the intelligence and security support to implement TRADOC support of approved operations, contingencies, and any level of mobilization.

(9) Chief of Public Affairs:

(a) Provide policy and guidance for public affairs requirements during TRADOC operations, mobilization, deployment, and demobilization activities.

(b) Plan to give public address of any requirement to retain RC personnel on active duty with TRADOC after hostilities have terminated.

(10) Other TRADOC staff: Support the TRADOC mission within established functional areas.

(11) ROTC Cadet Command: Produce qualified second lieutenants and Officer Candidate School (OCS) candidates as directed by HQ TRADOC. (See Tab D to Appendix 3 to ANNEX T)

(12) All HQ TRADOC staff elements, TRADOC installations, schools, and activities: Be prepared, and, on order, provide identified personnel to fill required battle rostered operations teams.

(13) TRADOC installations:

(a) Prepare mobilization plans to support the TRADOC mission IAW policy and guidance provided in AMOPES, TMOPES and FORMDEPS. Submit a copy to TRADOC (ATCS-OP) for review.

(b) Provide command and control of assigned or attached units, to include RC units, where applicable, when mobilized.

(c) On order, mobilize and deploy Army forces as directed.

(d) Submit requests for CONUS unit support, through Plans and Exercise Division, TRADOC (ATCS-OP) to FORSCOM, with information copy to TRADOC (ATCS-EOC). Identify individual personnel support requirements IAW guidance provided in ANNEX E.

(e) Participate in mobilization exercises at least every two years to train and assess installation ability to perform each of its assigned mobilization missions (see para 3.a.(2), above). Whenever possible, exercises should involve

participation by the installation's designated RC augmentation units (e.g. Divisions (IT) and organic Reception Battalions for training base expansion exercises, CRC Battalions for CRCXs, Garrison Support Units (GSU) for unit mobilization/deployment exercises). Exercise participation requirements may be met through installation participation in HQDA or FORSCOM-designed exercises (e.g., CRCX, CALL FORWARD) or installation-designed exercises. Support of real-world contingency operations which involve execution of a mobilization mission will also meet this requirement.

(f) Installations will establish similar committees (as listed in b(1)(e)pg. 8) and meet at least quarterly. Installations will provide HQ TRADOC (ATCS-OP) a summary of quarterly MOB/EX meeting results.

(g) TRADOC installations required to submit reports IAW AMOPES or FORMDEPS, include HQ TRADOC, ATTN: ATCS-EOC, as an action addressee. See ANNEX W for TRADOC specific reports.

c. Coordinating Instructions.

(1) This plan is effective for planning upon receipt, and for execution on order.

(2) Direct coordination authorized, as appropriate, with Major Army Commands, CONUSA commands, other military services, governmental agencies, and civilian agencies as prescribed in annexes to this plan.

(3) FORSCOM serves as the DA executing agent for CONUS force mobilization, deployment, redeployment and demobilization planning and execution, and as such has command and control of these missions on TRADOC installations. TRADOC installations reflect, in appropriate supporting guidance, the policy and procedures contained in FORMDEPS.

(4) Concurrent with mobilization planning, TRADOC conducts demobilization planning at all levels and executes on order.

4. ADMINISTRATION AND LOGISTICS.

a. Personnel. ANNEX E.

b. Logistics. ANNEX D.

c. Public Affairs. ANNEX F.

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d. Safety. ANNEX I.

e. Medical. ANNEX M.

5. COMMAND AND SIGNAL.

a. Command.

(1) Commander, TRADOC retains command of all TRADOC installations, training centers, and activities.

(2) When mobilized, TRADOC commands U.S. Army Reserve Divisions (IT), GSU, and CRC Battalions and companies, whether mobilized as entire units or in increments using derivative Unit Identification Codes (UICs).

(3) TRADOC installations are OPCON to FORSCOM's CONUSAs for planning and execution of AC and RC unit mobilization, deployment, redeployment, and demobilization.

(4) Upon activation, TRADOC Emergency Operations Center (EOC) becomes TRADOC Command Center and functions as single entry and exit point for all operational matters.

b. Information Systems. ANNEX K.

HARTZOG  
GEN

OFFICIAL:

/s/Cravens  
CRAVENS  
Chief of Staff

ANNEXES: (Responsible Office)

- A - TASK ORGANIZATION (Operations Directorate)
- B - INTELLIGENCE (DCSINT)
- C - OPERATIONS (Operations Directorate)
- D - LOGISTICS (DCSBOS)
- E - PERSONNEL (DCSBOS)
- F - PUBLIC AFFAIRS (CPA)
- G - TRADOC OPERATIONS TEAMS (Operations Directorate)  
(Published Separately)
- H - NOT USED

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- I - SAFETY (CSO)
- J - NOT USED
- K - INFORMATION MISSION AREA (IMA) SUPPORT (DCSIM)
- L - OPERATIONS SECURITY (Operations Directorate)
- M - MEDICAL (DCSBOS)
- N - ENGINEER (DCSBOS)
- O - RESOURCE MANAGEMENT (DCSRM)
- P - CHAPLAIN (DCSBOS)
- Q - LAW ENFORCEMENT (DCSBOS)
- R - CRISIS ACTION PROCEDURES (Operations Directorate)  
(Published Separately)
- S - TRADOC SURVIVAL, RECOVERY AND RECONSTITUTION (Operations  
Directorate) (Published Separately)
- T - TRAINING (DCST)
- U - DENTAL (TRADOC Dental Surgeon)
- V - HISTORY (Command Historian)
- W - REPORTS (Operations Directorate)
- X - GLOSSARY (Operations Directorate)
- Z - DISTRIBUTION (Operations Directorate)

ANNEX A (TASK ORGANIZATION) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

### **TASK ORGANIZATION - TRAINING**

The following lists the major peacetime and mobilization training base expansion units. It does not reflect a level of mobilization, but rather identifies assets available to support operations, contingencies, and any level of mobilization. Appendix 1 to ANNEX T provides a detailed task organization of mobilization training base expansion units.

#### Aberdeen Proving Ground

U.S. Army Ordnance Center and School

#### Fort Benning

U.S. Army Infantry Center and School  
U.S. Army Training Center  
30th AG Battalion (Reception)  
84th Division (IT)  
5089th USAR Reception Battalion  
U.S. Army School of the Americas

#### Fort Bliss

U.S. Army Air Defense Center and School  
U.S. Army Sergeants Major Academy  
U.S. Army Training Center  
104th Division (IT)

#### Carlisle Barracks

U.S. Army Garrison

#### Charlottesville, VA

The Judge Advocate General's School U.S. Army

#### Fort Eustis

U.S. Army Transportation Center and School  
U.S. Army Aviation Logistics School  
U.S. Army Training Support Center  
U.S. Army TRADOC Contracting Activity

#### Fort Gordon

U.S. Army Signal Center

#### Fort Huachuca

U.S. Army Intelligence Center and School

#### Fort Jackson

U.S. Army Training Center  
120th AG Battalion (Reception)  
108th Division (IT)

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- U.S. Army Soldier Support Institute
- U.S. Army Adjutant General School
- U.S. Army Finance School
- U.S. Army Chaplain School

Fort Knox

- U.S. Army Armor Center and School
- U.S. Army Training Center
- 46th AG Battalion (Reception)
- 100th Division (IT)

Fort Leavenworth

- U.S. Army Combined Arms Center
- U.S. Army Command and General Staff College

Fort Lee

- U.S. Army Combined Arms Support Command
- U.S. Army Quartermaster Center and School
- U.S. Army Logistics Management College

Fort Leonard Wood

- U.S. Army Engineer Center and School
- U.S. Army Training Center
- 43d AG Battalion (Reception)
- 98th Division (IT)

Fort McClellan

- U.S. Army Training Center
- U.S. Army Chemical School
- U.S. Army Military Police School
- 39th AG Battalion (Reception)
- 80th Division (IT)

Fort Monroe

- U.S. Army Training and Doctrine Command
- U.S. Army ROTC Cadet Command
- U.S. Army Garrison

Norfolk

- U.S. Army Element School of Music

Presidio of Monterey

- U.S. Army Element Defense Language Institute Foreign  
Language Center

Redstone Arsenal

- U.S. Army Missile and Munitions Center and School

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Fort Rucker

U.S. Army Aviation Center  
Eastern Aviation Training Site (EATS)  
Western Aviation Training Site (WATS)

Camp J.T. Robinson

Training Center (Established at Full Mobilization)

Fort Sill

U.S. Army Field Artillery Center and School  
U.S. Army Training Center  
95th AG Battalion (Reception)  
95th Division (IT)

ANNEX A (TASK ORGANIZATION) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

**TASK ORGANIZATION - CONUS REPLACEMENT CENTER OPERATIONS  
IN SUPPORT OF MOBILIZATION AND DEPLOYMENT**

Fort Benning

347th Personnel Replacement Battalion  
412th Personnel Replacement Co  
415th Personnel Replacement Co  
454th Personnel Replacement Co  
(Peacetime Eastern Individual Deployment Site (IDS))

Fort Bliss

380th Personnel Replacement Battalion  
235th Personnel Replacement Co  
460th Personnel Replacement Co  
959th Personnel Replacement Co

Fort Gordon

360th Personnel Replacement Battalion  
277th Personnel Replacement Co  
396th Personnel Replacement Co  
482nd Personnel Replacement Co

Fort Knox

326th Personnel Replacement Battalion  
282nd Personnel Replacement Co (Activated 940916)  
413th Personnel Replacement Co  
464th Personnel Replacement Co

Fort Leonard Wood

387th Personnel Replacement Battalion  
221st Personnel Replacement Co  
818th Personnel Replacement Co  
869th Personnel Replacement Co

Fort Sill

381st Personnel Replacement Battalion  
294th Personnel Replacement Co  
800th Personnel Replacement Co



ANNEX A (TASK ORGANIZATION) to TRADOC Mobilization and Operations  
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**TASK ORGANIZATION**  
**TRADOC INSTALLATIONS OPCON TO FORSCOM/CONUSA\***  
**TO SUPPORT UNIT MOBILIZATION AND DEPLOYMENT**

- \*Ft Benning--Power Projection Platform (PPP)
- \*Ft Bliss--PPP
- \*Ft Eustis--PPP
- \*Ft Gordon--No assigned FORSCOM MOB mission
- \*Ft Huachuca--Power Support Platform (PSP)
- \*Ft Jackson--PSP
- \*Ft Knox--PSP
- \*Ft Lee--PSP
- \*Ft Leonard Wood--PSP
- \*Ft McClellan--No assigned FORSCOM MOB mission
- \*Ft Rucker--PSP
- \*Ft Sill--PPP

ANNEX B (INTELLIGENCE) to TRADOC Mobilization and Operations  
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1. SITUATION.

- a. Strategic Threat. See Appendix 1.
- b. CONUS Threat. See Appendix 2.
- c. Assumptions. See basic plan.

2. MISSION: On order, Deputy Chief of Staff for Intelligence (DCSINT), provides the TRADOC leadership the intelligence and security support to implement TRADOC support of approved operations, contingencies, and any level of mobilization.

3. EXECUTION.

a. Concept of Operations.

(1) Planning for the performance of intelligence, counterintelligence (CI) and security functions is accomplished as an integral part of overall command planning.

(2) Define intelligence objectives in terms of Priority Intelligence Requirements (PIR) based on TRADOC Commander's guidance and intelligence support requirements.

(3) To satisfy intelligence, CI and security support requirements during full mobilization, DCSINT forms an Intelligence Support Cell (ISC) from existing personnel resources. During lesser levels of mobilization or operational support, DCSINT provides required intelligence and security support in accordance with current guidance from the TRADOC Chief of Staff and Command Group.

(4) Priority Intelligence Requirements (PIR). See Appendix 3 this ANNEX.

b. Tasks.

(1) DCSINT. (During full mobilization, otherwise as indicated in para 3.a.(3) above.)

(a) Establish and maintain coordination with other MACOMs, DA DCSINT, 902d Military Intelligence Group, and National Intelligence Agencies.

(b) Ensure timely, accurate intelligence, counter-intelligence and security, and weather support is provided to the TRADOC Commander, staff, and subordinate commanders.

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(c) Establish and maintain an intelligence/terrorist threat Order of Battle and country file data base to support intelligence requirements.

(d) Maintain liaison with local, state, and federal law enforcement agencies.

(e) Prepare intelligence reports/summaries and briefings for the TRADOC Command Group and staff.

(f) Provide information, automation, communication, and personnel security program support to ensure protection of sensitive and classified information.

(2) Counterintelligence. See Appendix 4 this ANNEX.

(3) Meteorology. See Appendix 5 this ANNEX.

(4) Special Security Office (SSO) Support. Submits compelling need requests for Sensitive Compartmented Information (SCI) access, approves SCI billets, indoctrinates for SCI, and establishes both Field Sensitive Compartmented Information Facilities (SCIFs) and Temporary Secure Working Areas. Provides communications support via the Defense Special Security Communications Support (DSSCS) system at mobilization sites. Provides access to available intelligence data bases.

(5) Mapping, Charting, and Geodesy (MC&G).

(a) DCSINT assists in map procurement, production and distribution. The provisions of TRADOC Pamphlet 420-4 describe appropriate procedures.

(b) Under emergency conditions, use local and regional map repositories or reprinted maps.

c. Coordinating Instructions. The DCSINT Intelligence Support Cell (ISC) prepares the following reports:

(1) The Daily Intelligence Summary (DISUM) containing a synopsis of major events in selected world regions, threats against TRADOC and descriptions of incidents affecting security.

(2) Threat advisories from HQ TRADOC or TRADOC installations to higher headquarters, or DCSINT, to advise of threats, impending threats, potential threats, disruptions and actions taken.

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(3) Situation Reports (SITREPs) as directed.

(4) Daily Staff Reports to record daily events.

4. ADMINISTRATION AND LOGISTICS. See basic plan.

5. COMMAND AND CONTROL. Upon execution of TMOPES, Intelligence and Security functions remain under the operational control of the DCSINT as indicated in para 3.a.(3) above.

HARTZOG  
GEN

OFFICIAL:

O'DAWE  
Deputy Chief of Staff  
for Intelligence

APPENDIXES:

- 1 - Strategic Threat
- 2 - CONUS Threat
- 3 - Priority Intelligence Requirements
- 4 - Counterintelligence
- 5 - Meteorology

1. Overview. The disintegration of the Soviet Union has allowed ethnic and other conflicts to reemerge in Eastern Europe, the Caucasus, and Central Asia. The potential for conflict in the Middle East and South Asia, where many states import arms and seek to develop weapons of mass destruction, remains high. Communist regimes remain in place in China, Cuba, and North Korea. The foundations for political systems in Sub-Saharan Africa and Latin America are fragile and could be undermined by regional conflict and economic turmoil. Finally, the proliferation of nuclear, chemical, biological, and advanced technological weaponry continues to be of grave concern.

2. Russia and other Successor States to the USSR. The disintegration of the former Soviet Union and the severe economic dislocation caused by the transition from communism to capitalism has greatly reduced, for the near term, the potential for Russian military aggression against the U.S. and its NATO allies. Russia's conventional military capabilities continue to suffer, as evidenced by the poor showing in Chechenya and incidents of starvation at remote bases. Nevertheless, Russia still possesses a formidable strategic nuclear arsenal with the capability to threaten the U.S. The other successor states to the Soviet Union pose little or no direct threat to the U.S. Belarus, Kazakhstan, and Ukraine are in the process or have completed transferring their nuclear weapons to Russia. However, the danger remains that, due to economic necessity, some of the successor states will sell advanced weapons or technology inherited from the USSR to rogue states such as Libya, Iran, or Iraq. Also, conflicts in the Caucasus and Central Asia have the potential to spill over into the Middle East.

3. Eastern Europe. The Eastern European countries continue to shift their military establishments from postures dictated by defunct Warsaw Pact requirements to smaller forces reconfigured and deployed to meet purely national needs. Most governments in the region are making steady progress in establishing Western-style civilian-controlled defense forces and are seeking membership in NATO. Despite these positive trends, the threat remains of armed conflicts arising from historical or ethnic grievances, such as the case in the former Yugoslavia.

4. Middle East. In the Middle East, lasting regional stability remains elusive. Over the next 10 to 15 years, Iran and Iraq will continue their competition for hegemony in the Persian Gulf and will seek to strengthen their military capabilities. Another war between these two states is possible. Libya continues its attempts to produce chemical weapons. Over the next ten years, several Middle Eastern states will acquire medium range ballistic

missiles, which will extend a threat of attack (possibly nuclear) to parts of Europe and Eurasia. Despite Israel's peace agreements with Egypt, Jordan, and the Palestinians, renewed Arab-Israeli conflict is possible due to Syrian claims to the Golan Heights and the continued presence of radical Muslim militia groups in Lebanon.

5. South Asia. Tensions between India and Pakistan remain serious. They both maintain large military establishments, and if hostilities break out between the two, nuclear weapons could be employed by either country. Compounding the problem, both may deploy short-range ballistic missiles by the end of the decade.

6. East Asia. The situation on the Korean Peninsula poses the most serious short term security problem the U.S. faces in East Asia. North Korea maintains the option to unify the Peninsula by force. Throughout the decade, the quantitative military balance will continue to favor the North. Despite continuing efforts in the near term, the South will not achieve an independent capability to defend itself, and it will remain dependent on U.S. support. The status of North Korea's nuclear weapons program remains a cause for concern. North Korea could have a nuclear weapon within two to three years of a resumption of the program. China poses the greatest long term threat to U.S. interests in East Asia. The Chinese have become increasingly aggressive in asserting their claims to Taiwan and the entire South China Sea. They are purchasing significant amounts of advanced conventional weapons (including SU-27 aircraft) at bargain prices from the cash-strapped Russians. China is reportedly also seeking to buy SS-18 ICBMs from Russia, ostensibly for its space program, which would provide the capability to launch a nuclear strike on CONUS. Chinese sales of ballistic missiles and nuclear technology, particularly to rogue regimes, pose a direct threat to U.S. interests.

7. Sub-Saharan Africa. Sub-Saharan Africa is perhaps the most unstable region in the third world, and will continue to be so over the next decade. U.S. forces will face continued involvement in humanitarian relief operations or evacuations of U.S. citizens, such as those in Somalia, Rwanda, Zaire, and Liberia.

8. Latin America. The continued strength of democratic governments, the weakening of some insurgencies, and the end of Soviet influence are positive developments. However, narcotics trafficking, sometimes associated with insurgent groups, threatens several Latin American countries. Cuba remains a concern, due to the continued presence of a Russian SIGINT base

and the economic instability caused by the loss of Russian military aid.

9. Weapons and Technology Proliferation. The proliferation of nuclear, chemical, biological, and advanced conventional weapons technology is of critical concern. Many third world countries are developing dual-use technologies that could be diverted for the production of such weapons. This situation is exacerbated by the proliferation of conventional weaponry of ever-increasing sophistication to some of the most unstable parts of the world, causing a potential threat to U.S. forces or allies.

10. Another emerging threat is information warfare. Adversaries are aware of U.S. dependency on information systems. They will attempt to exploit U.S. dependency across the information warfare spectrum by the introduction of viruses, manipulation of and illegal access to databases, and ultimately, the destruction of information system and equipment.

Appendix 2 (CONUS Threat) to ANNEX B (INTELLIGENCE) to TMOPES  
1-97

1. Overview. TRADOC's mission and location combine to make it a valuable target for a terrorist attack. In recent years, both foreign Muslim terrorists and domestic anti-government groups have demonstrated the ease with which they can cause major damage and loss of life in the U.S. Individual alertness, training, and preparation for possible terrorist acts have proven to be effective deterrents. Every individual must be familiar with the threat of terrorism, how terrorists operate, and the procedures that are effective in minimizing the threat. TRADOC must continually be aware of the terrorist threat probabilities and train the force regarding proper safety measures.

2. Foreign Intelligence Service Threat. The demise of the Soviet Union and Warsaw Pact have changed, but not eliminated, the espionage threat. Foreign intelligence services (including those of some U.S. allies) now place a higher priority on collection of U.S. scientific and technical information. Through increased emphasis on security procedures (particularly in regard to communications and computers) and strict adherence to U.S. Army protection programs, TRADOC personnel can reduce the flow of sensitive U.S. technology to foreign adversaries/competitors.

3. Threat Data. Local and national level counterintelligence agencies are responsible for collecting and disseminating terrorist threat data. Upon mobilization alert, CONUS threat information is made available for further distribution to appropriate personnel.

4. Early Warning. Military activities are especially vulnerable during the early stages of mobilization. Early warning and security awareness measures are implemented.



Appendix 3 (Priority Intelligence Requirements) to Annex B  
(INTELLIGENCE) to TMOPEs 1-97

1. Information on the following special areas of interest is required to fulfill TRADOC PIR.

a. What are the military capabilities of potential threat nations? Include equipment, doctrine, tactics, strength figures, organization and training, force composition and disposition, aims and objectives of enemy forces.

b. Which emerging technologies or weapons systems have proliferated to the extent that they threaten U.S. ground forces?

c. What nation's organizations possess or are pursuing the development and/or acquisition of nuclear, chemical or biological agents and delivery means to include tactical ballistic missiles?

d. What are potential enemy countries' or organizations' capabilities to employ terrorism, Special Operations Forces, agents or sabotage groups to hinder U.S. mobilization capabilities and deployment?

e. What TRADOC installations/activities would be potential targets of enemy forces or long range attack means such as missile strikes? What would be the effects of such attacks?

f. How, when, and by whom will our digital information systems and global command and control systems be attacked?

g. What is the threat to TRADOC installations from domestic or international terrorist groups/organizations?

Appendix 4 (Counterintelligence) to Annex B (INTELLIGENCE) to  
TMOPES 1-97

1. SITUATION.

- a. Enemy Forces. (See Appendix 1 and 2)
- b. Friendly Forces. (See basic plan)
- c. Assumptions. During periods of operational or contingency support, foreign intelligence services increase their efforts to obtain data pertaining to TRADOC mobilization, training, doctrine, or combat developments.

2. MISSION. On order, the DCSINT's Director of Security provides security support to successfully complete military operations.

3. EXECUTION.

a. Concept of Operations. TRADOC expands its counterintelligence (CI) and security program to protect classified and sensitive unclassified information.

b. Tasks. During operations, contingencies, and/or any level of mobilization, the Director of Security and TRADOC installation and activity security managers perform the following:

(1) Counterintelligence:

(a) Assess foreign intelligence service capabilities to impede mobilization efforts.

(b) Receive, analyze, and disseminate information and intelligence that may impact mobilization missions.

(c) Maintain liaison with local and national CI elements to ensure a continuous channel of communication.

(d) Provide CI for TRADOC's operations security (OPSEC) initiatives.

(e) Participate in OPSEC surveys to identify and protect all sources of exploitable information, communications, and other electronic weaknesses.

(f) Monitor Sabotage and Espionage Directed Against the Army (SAEDA) programs, particularly with respect to identification of incidents and reporting requirements.

Appendix 4 (Counterintelligence) to Annex B (INTELLIGENCE) to  
TMOPES 1-97

(2) Information Security:

(a) Expand oversight and security awareness programs to ensure sensitive material is safeguarded and disseminated on a strict need-to-know basis.

(b) Ensure the timely distribution of all pertinent and newly developed security classification guidance.

(c) Oversee security compromise investigations and ensure command corrective action is prompt and appropriate.

(d) Advise mobilization units to review classified documents prior to arrival at mobilization stations to ensure only operational essential classified material is retained.

(3) Information Systems Security (ISS):

(a) The TRADOC Information Systems Security Program Manager (ISSPM), assigned to the Directorate of Security, DCSINT, provides ISS guidance and policy for all of TRADOC. ISS Managers (ISSM), assigned to each installation or region, conduct risk analyses to determine how to counter threats to systems at mobilization sites. The Information Systems Security Officers (ISSO), assigned to HQs or Center and School directorates and offices, coordinate formal accreditation upon completion of risk analyses. Tactical and mobile Automated Information Systems (AIS) must receive the level of security consistent with the threat situation.

(b) The ISSO notifies the Information Systems Security Manager (ISSM) when a change in the sensitivity designation is deemed necessary for any automated system within his purview and take appropriate action based upon such change. This requirement is particularly critical at data processing activities which have been or could be designated as relocation sites for another automated system of higher sensitivity.

(c) ISSOs must consider control of compromising emanations protection requirements for computers processing classified data under provisions of AR 380-19-1.

(d) Each ISSO is responsible for the day-to-day security of AIS facilities, equipment, and expendable media belonging to or in the custody of the staff or office.

Appendix 4 (Counterintelligence) to Annex B (INTELLIGENCE) to  
TMOPES 1-97

(e) ISSOs make sure all AIS media, as defined in AR 380-19, are treated, handled, and destroyed as "CONTROLLED UNCLASSIFIED INFORMATION" (CUI) or "SENSITIVE BUT UNCLASSIFIED" (SBU) as a minimum, and marked accordingly.

(f) ISSOs develop procedures for routine and emergency purging of internal memory and AIS media in the event of civil disturbances.

(g) ISSOs make sure computer operators and maintenance personnel are cleared to the level of sensitivity of information processed.

(h) ISSOs ensure that users do not place classified or sensitive information on unsecure e-mail systems or internet home-pages.

(4) Personnel Security: Upon declaration of Presidential Selected Reserve Call-up (PSRC), TRADOC requests authority from HQDA, DCSINT (DAMI-CIS) to waive investigative requirements contained in AR 380-67 and issue interim security clearances as operationally necessary without prior approval of the U.S. Army Central Personnel Security Clearance Facility.

(5) Communications Security:

(a) One of our greatest vulnerabilities is our telephone system (to include cellular phones), therefore, make every effort to use secure phones and do not "talk around" classified or disclose sensitive information during non-secure telephone calls.

(b) Headquarters conducting classified and sensitive operations should consider whether they need Communications Security (COMSEC) monitoring support.

(c) Units take every precaution to ensure the security of keying material, including 24-hour armed guards where required.

(d) TRADOC expeditiously disseminates any changes in DA and command policy for security of crypto material and/or controlled cryptographic items.

(6) Information Disclosure: Ensure all information for release to foreign representatives are reviewed and approved by appropriate security personnel prior to releasing information to the requester.

Appendix 4 (Counterintelligence) to Annex B (INTELLIGENCE) to  
TMOPEs 1-97

4. ADMINISTRATION AND LOGISTICS. (See basic plan)

5. COMMAND AND CONTROL. During both full mobilization and periods other than full mobilization, Security Directorate remains part of the DCSINT.

REFERENCES.

AR 115-12, "U.S. Army Requirements for Weather and Climatological Support".

AR 115-10/AFJI 15-157, "Meteorological Support for the U.S. Army".

1. GENERAL. The U.S. Air Force (USAF) provides meteorological support for the U.S. Army through the Directorate of Weather (DOW) at Air Force Major Commands and functionally aligned Air Support Operations Groups (ASOGs).

2. CONCEPT OF SUPPORT.

a. The USAF Staff Weather Officer (SWO) assigned to TRADOC DCSINT provides meteorological support for TRADOC. The SWO coordinates directly with the TRADOC Commander and staff concerning weather support. SWOs assigned to the Intelligence Center and Combined Arms Center are responsible for weather support at those locations.

b. The 3rd Air Support Operations Group, Fort Hood, TX and the 18th Air Support Operations Group, Fort Bragg, NC operate fixed weather stations to provide weather support to selected TRADOC installations IAW AR 115-12.

3. COMMUNICATIONS AND LOGISTICS. Joint Army and Air Force responsibilities for fixed and mobile weather communications and logistic support are specified in AR 115-10/AFJI 15-157. Specific communications and/or logistics requirements for the contingency are addressed in operations plans.

4. OPERATIONS PLANS. Operations plans include a weather annex or appendix specifying meteorological support required, how data is provided and the level of support by Air Force weather units IAW AR 115-12. Operations plans will include the level support the Army customer provides the assigned weather unit IAW AR 115-12 and AR 115-10/AFJI 15-157. Climatological data, as well as, solar and lunar tables are provided, as required.

ANNEX C (OPERATIONS) to TRADOC Mobilization and Operations  
Planning and Execution System 1-97 (TMOPES 1-97)

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC supports FORSCOM to mobilize Reserve Component (RC) units, deploy Active Component (AC) and RC units, and demobilize RC units; assumes command of selected RC units; expands the institutional training base; provides other training support as required; establishes CONUS Replacement Centers (CRC); provides battle rostered operations teams; and expedites combat developments and doctrinal publications.

3. EXECUTION.

- a. Concept of Operations. (See basic plan).
- b. Tasks. (Also see paragraph 3.b. of basic plan).

(1) Operations Directorate, Office of the Chief of Staff:

(a) Develop and coordinate overall TRADOC mobilization planning and execution.

(b) Coordinate operational and mobilization plans with other Major Army Commands (MACOMs) and DA.

(c) Activate the TRADOC Emergency Operations Center (EOC).

(d) Coordinate TRADOC mobilization, sustainment and demobilization operations, as applicable.

(e) Direct TRADOC staff and installations to execute plans in support of approved operation plans, as required.

(f) Maintain oversight of the deployment of AC forces and the mobilization and deployment of RC forces through TRADOC installations.

(g) Serve as the TRADOC proponent for policy, plans and guidance in support of military operations, to include mobilization, deployment, sustainment, and demobilization. Designate responsibility for operational and supporting

ANNEX C (OPERATIONS) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

functional actions. Exercise overall coordination of these actions to support approved operation plans or contingency operations.

(h) Develop and issue plans, policy, and guidance to the TRADOC staff, major subordinate commands, and TRADOC installations for the preparation and execution of plans.

(i) Request Division (IT) units, CRC battalions and Garrison Support Units (GSU) to support the TRADOC missions.

(j) Coordinate required liaison.

(2) Deputy Chief of Staff for Training (DCST):

(a) Designated the DA executing agent for development of the Mobilization Army Program for Individual Training (MOB ARPRINT), the peacetime plan for expanding the institutional training base during mobilization. Develop, determine, and validate, based on mobilization training requirements projected by DA DCSPER, the time phased, incremental input requirements for all Army individual training courses conducted at TRADOC, U.S. Army Medical Command (MEDCOM), U.S. Army Special Operations Command (USASOC) and U.S. Army Materiel Command (AMC) schools and training centers. Consider each level of mobilization where applicable.

(b) Conduct mobilization training, including common task and MOS-specific refresher training and/or reclassification training, as appropriate, for Individual Ready Reserves (IRR) involuntarily ordered to active duty (except MOS-specific training of IRR members with medical and Special Operation Forces (SOF) specialties).

(c) Determine training capability and training resource requirements for TRADOC schools and training centers to accomplish projected training requirements. Consider each level of mobilization, where applicable. Document capability and requirements data in prescribed MOB ARPRINT format into the Army Training Requirements and Resources System (ATRRS).

(d) When directed by HQDA, expand the training base during Presidential Selected Reserve Call-up (PSRC), partial mobilization, and full mobilization.

(e) Coordinate TRADOC support to Department of the Army (DA) Deputy Chief of Staff for Logistics (DCSLOG) requests for



ANNEX C (OPERATIONS) to TRADOC Mobilization and Operations  
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military training of foreign government personnel through  
Security Assistance programs.

(f) Ensure all soldiers are provided at least 12 weeks  
of basic training or its equivalent before deployment.

(g) In coordination with AG Directorate, DCSBOS and DA  
Deputy Chief of Staff for Personnel (DCSPER), ensure TRADOC  
instructor personnel, including members of mobilized training  
units, are exempt from redistribution actions, unless directed  
otherwise by HQDA.

(3) Deputy Chief of Staff for Base Operations Support  
(DCSBOS).

(a) Develop plans and procedures to move all non-unit  
related personnel (NRP) designated for the theater of operations  
through a CRC. Include military from all services as well as DA  
civilian, Red Cross, and contractor personnel.

(b) Plan for and, on order, establish CRCs to support  
military operations during PSRC, partial and full mobilization.

(c) Plan facility construction per requirements in  
support of approved operational plans under PSRC, partial and  
full mobilization.

(d) Manage the TRADOC Individual Mobilization Augmentee  
(IMA) program to support military operations within the  
priorities established by Operations Directorate.

(e) Develop and manage the TRADOC Family Assistance  
Program to care for families during all levels of mobilization.

(f) Validate logistics support required to execute  
TRADOC missions in support of approved operation plans or  
contingency operations under PSRC, partial and full mobilization.

(g) Provide guidance on format requirements for  
logistics status reports during operation plan execution and  
contingency operations.

(h) In conjunction with Deputy Chief of Staff for  
Training (DCST), make sure TRADOC instructor personnel and equip-  
ment, including members of mobilized training units, are exempt  
from redistribution actions, unless directed otherwise by HQDA.

ANNEX C (OPERATIONS) to TRADOC Mobilization and Operations  
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(i) Develop, and submit to DA for approval, operational projects required to support approved operational plans IAW AR 710-1.

(j) Plan for and redistribute, on order, TRADOC personnel and materiel IAW DA priorities for military operations under all levels of mobilization.

(k) Develop guidance for TRADOC contracting organizations to support all levels of TRADOC mobilization, deployment and demobilization missions.

(l) Develop guidance for TRADOC installations to provide Chaplain and religious support for all TRADOC mobilization, deployment and demobilization missions.

(m) Develop guidance for HQ TRADOC and installations for law enforcement and security for all TRADOC mobilization, deployment and demobilization missions.

(n) Coordinate with Health Services Command to provide adequate medical support to TRADOC Schools and U.S. Army Training Center reception and training operations at all installations hosting TRADOC training activities during mobilization.

(4) Deputy Chief of Staff for Resource Management (DCSRM).

(a) Develop a TRADOC personnel and equipment augmentation support package for each level of mobilization (PSRC, partial mobilization, full mobilization) for identified resource shortages. Document these requirements on Mobilization Tables of Distribution and Allowances (MOBTDA) IAW current priorities.

(b) Review proposed PSRC and partial mobilization augmentation packages of TRADOC staff and subordinate commands and installations during peacetime.

(c) Develop fiscal plans and policies to support mobilization operations throughout TRADOC.

(5) The Deputy Chief of Staff for Intelligence (DCSINT), provides intelligence support for operations, contingencies, and all levels of mobilization.

(6) Other TRADOC staff. Assist Operations Directorate in developing and executing TRADOC mobilization and operations

ANNEX C (OPERATIONS) to TRADOC Mobilization and Operations  
Planning and Execution System 1-97 (TMOPES 1-97)

planning guidance within their functional and special areas of expertise.

(7) TRADOC installations.

(a) Develop a detailed mobilization, deployment, and demobilization plan.

(b) Develop plans to expand the TRADOC training base IAW ANNEX T; as directed, provide Mobile Training Teams (MTTs) and New Equipment Training Teams (NETTs).

(c) Command and control assigned or attached RC units, when mobilized.

(d) Plan for and, on order, establish CRC (those installations with a CRC mission--Forts Benning, Bliss, Gordon, Knox, Leonard Wood, and Sill) to support military operations during PSRC, partial and full mobilization.

(e) In coordination with the Medical Command, provide sufficient on-post, non-medical facilities adjacent to military hospitals to meet minimum medical bed requirements and minimal care patient requirements.

(f) Coordinate and provide support to mobilized units IAW AR 5-9.

(g) Establish in mobilization plans, when applicable, a prioritized list of claimants for use of installation facilities.

(h) Provide members for TRADOC Battle Rostered Operations Teams, as directed.

(i) Coordinate the movement of assigned mobilized units from home station to the Power Projection Platform (PPP) or Power Support Platform (PSP) installation (formerly MOBSTA).

(j) Submit specific RC unit requirements to FORSCOM for CONUS-based missions beyond TRADOC capability; info copy to HQ TRADOC, ATTN: ATCS-EOC.

(k) Develop Garrison Augmentation Units (personnel and equipment), and individual personnel and equipment augmentation packages for PSRC and partial mobilization. Document these assets on MOBTDA's IAW current planning and priorities established by HQ TRADOC to augment peacetime staffs.

ANNEX C (OPERATIONS) to TRADOC Mobilization and Operations  
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(l) Make sure supported units (AC and RC) validate current Unit Status Report (USR) or submit USR update within 72 hours of DA direction by message through FORSCOM.

(m) Coordinate with local Army and Air Force Exchange Service (AAFES) authorities to use AAFES stocks in mobilization plans, IAW Memorandum of Understanding (MOU) between DA and AAFES.

(n) The installation mobilization planner, normally assigned to the DPTM, is the installation commander's primary mobilization planner regarding all installation mobilization missions. He serves as the focal point for coordination of all mobilization planning and execution activities at the installation to accomplish assigned mobilization missions (unit deployment/redeployment, training base expansion, and individual replacement, operations).

c. Coordinating Instructions. (Also see paragraph 3.c. of basic plan.)

(1) Report TRADOC missions beyond installations and/or schools capability to HQ TRADOC, ATTN: ATCS-EOC. HQ TRADOC identifies resources and forwards status to HQDA.

(2) Cross-level personnel and equipment IAW Army Mobilization and Operations Planning and Execution System (AMOPES) and FORSCOM Mobilization and Deployment Planning System (FORMDEPS). CONUS training base units, both AC and RC, are exempt from cross-leveling and redistribution of TRADOC assigned instructor personnel and the equipment required to perform the training mission, unless directed otherwise by HQDA through HQ TRADOC. TRADOC installations may internally redistribute instructors and training equipment to fulfill missions or may accept one-for-one exchange of deployable for non-deployable soldiers who are accredited. After cross-leveling, immediately inform TRADOC and FORSCOM of total actions completed.

(3) Use routine personnel requisitioning procedures to identify shortages after cross-leveling or redistributing actions are complete. Send requests to HQ TRADOC, ATTN: ATCS-EOC.

(4) Identify historically significant documentation in support of an operation, contingency and all levels of mobilization. Establish and maintain files for this documentation, and transfer to the Office of the Command Historian when no longer required for current operations.

ANNEX C (OPERATIONS) to TRADOC Mobilization and Operations  
Planning and Execution System 1-97 (TMOPES 1-97)

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND SIGNAL. (Also see basic plan).

a. Command.

(1) Operations Directorate is TRADOC's overall proponent for TRADOC mobilization, deployment, sustainment, redeployment and demobilization planning, guidance and execution, and is the TRADOC proponent for TMOPES.

(2) DCSBOS is HQDA's executing agent for CONUS Replacement Centers (CRC).

(3) DCST is HQDA's executing agent for MOB ARPRINT development.

b. Information Systems. (See ANNEX K).

HARTZOG  
GEN

OFFICIAL:

BAKER  
Director, Operations

Appendixes:

1 - Commander's Situation Report (SITREP)

Appendix 1 (Commander's Situation Report (SITREP)) to ANNEX C  
(OPERATIONS) to TMOPES 1-97

1. TRADOC supports FORSCOM in its mission as DA executing agent for CONUS force mobilization, deployment, redeployment, and demobilization planning and execution. TRADOC installations and activities submit a daily situation report (SITREP), a narrative report, in format specified by FORMDEPS, Volume IX, and USMTF SITREP format found in the Joint Users Handbook for Message Text Formats (JUH-MTF), DA Pam 25-7, page 3-178-1, as modified by para 5, below, to HQ FORSCOM, HQ TRADOC, CONUSA.

2. SUBMITTED TO. The daily SITREP is submitted to HQ TRADOC, ATTN: ATCS-EOC. Submitting commanders indicate other MACOMs, installations, schools, training centers (training divisions) and activities as information addressees as appropriate. HQ TRADOC submits a daily SITREP to HQDA and provides an information copy to other MACOMs and subordinate elements.

3. WHEN SUBMITTED. Unless directed otherwise submit SITREP daily as of 2000Z, NLT 2200Z the same day. HQ TRADOC submits its daily SITREP to HQDA as of 2400Z daily.

4. HOW SUBMITTED. The report is submitted by record communications using immediate precedence and the classification indicated in the operational support execution order, or classification deemed appropriate by the submitting commander, in the absence of guidance.

5. SPECIFIC REPORTING INSTRUCTIONS.

a. SITREPs clearly identify the operation supported by adding the operation name to the message report identification line.

b. Each paragraph and subparagraph is classified separately, using the lowest applicable security classification.

c. TRADOC specific reporting instructions. Add the following information on TRADOC specific missions, when appropriate.

(1) GENTEXT/TRAINING/(Use Narrative). Discuss short-ages effecting training accomplishment. Commander's estimate summarizes key areas requiring HQ TRADOC action. In addition, provide the following detailed information.

Appendix 1 (Commander's Situation Report (SITREP)) to ANNEX C  
(OPERATIONS) to TMOPES 1-97

	<u>BT</u>	<u>OSUT</u>	<u>AIT</u>	<u>OBC</u>
Total trainees in training base:	_____	_____	_____	_____
Projected grads next 24-hours:	_____	_____	_____	_____

	<u>IRR RTUP</u>	<u>IRR REFRESH</u>	<u>IRR RECLAS</u>
Total trainees in training base:	_____	_____	_____
Projected grads next 24-hours	_____	_____	_____

Total Trainee Population: \_\_\_\_\_

(2) GENTEXT/CRC OPERATIONS/(Use narrative). Discuss issues effecting CRC operational accomplishment. Identify areas requiring HQ TRADOC action. For reporting logistical support to CRC operations, see ANNEX D. In addition, provide the following detailed information.

Present individual processing capability: \_\_\_\_\_

Individuals in CRC - previous report: \_\_\_\_\_

Individuals received past 24-hours: \_\_\_\_\_

Individuals deployed past 24-hours: \_\_\_\_\_

Individuals in CRC - end of report period: \_\_\_\_\_

6. COMMANDER'S EVALUATION. TRADOC installation and activity commanders summarize key points from preceding SITREP paragraphs highlighting areas requiring HQ FORSCOM or HQ TRADOC action or decision, depending on appropriate operational control responsibility.

ANNEX D (LOGISTICS) to TRADOC Mobilization and Operations  
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REFERENCES:

Army Mobilization and Operations Planning and Execution  
System (AMOPES)  
FORSCOM Reg 55-1, Unit Movement Planning  
FORSCOM Reg 525-15, Narrative Operational Reporting System  
FORSCOM Mobilization and Deployment Planning System  
(FORMDEPS)  
AR 5-9, Intraservice Support Installation Area Coordination  
AR 58-1, Management Acquisition, and Use of Administrative  
Use Motor Vehicles  
AR 700-138, Army Logistics Readiness & Sustainability  
AR 725-50, Requisitioning, Receipt & Issue System  
AR 750-1, Army Materiel Maintenance Policy and Retail  
Maintenance Operations  
AR 750-43, Test, Measurement, and Diagnostic Equipment (TMDE)  
DA PAM 738-750, The Army Maintenance Management System  
TB 43-0211, Army Oil Analysis Program (AOAP) Guide for  
Leaders and Users  
TB 43-0106, Aeronautical Equipment Army Oil Analysis Program  
(AOAP)  
JFTR (JOINT FEDERAL TRAVEL REGULATION)  
CTA 50-900, Clothing & Individual Equipment

1. SITUATION.

- a. Enemy Forces. ANNEX B. Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan).

2. MISSION. On order, Logistics Directorate, Deputy Chief of Staff for Base Operations Support (DCSBOS), provides logistical support to sustain operations, contingencies, mobilization, deployment, and demobilization of Army forces; expansion of the training base; and establishment and operation of CONUS Replacement Centers (CRCs) and Individual Deployment Sites (IDS).

3. EXECUTION.

a. Concept of Operations. In addition to the concept of the basic plan, the following policies govern TRADOC logistical support of mobilization, deployment, demobilization, training base expansion, and CRC/IDS establishment and operation, until events or circumstances mandate exceptions or modification.



ANNEX D (LOGISTICS) to TRADOC Mobilization and Operations  
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(1) Under less than full mobilization conditions, do not redistribute U.S. Army Reserve (USAR) and Army National Guard (ARNG) equipment outside the original owning component prior to order to active duty, unless approved by Office of the Secretary of Defense (OSD). TRADOC installations submit request for exception to policy to HQ TRADOC, ATTN: ATCS-EOC.

(2) Current logistics policies and directives remain in effect. Contingency and operation plans identify requirements and available sources for supplies and services needed to support the mobilization process, mobilized forces or deployed forces.

(3) Evacuation and repair of equipment conforms to AR 750-1. Do not dispose of a piece of equipment without approval of the responsible national level item management activity.

(4) The Army Oil Analysis Program (AOAP) is in effect IAW AR 750-1 unless otherwise directed.

(5) The Army Maintenance Management System (TAMMS) procedures are in effect IAW DA Pam 738-750 unless otherwise directed.

(6) U.S. Army Forces Command (FORSCOM) Circular 335-83-11 (List of Recurring Management Information Requirements) contains recurring reports required by FORSCOM from FORSCOM elements and TRADOC installations with FORSCOM missions. Wartime reporting complies with FORSCOM Reg 525-15, Narrative Operational Reporting System. TRADOC installations provide information copy to TRADOC, ATTN: ATCS-EOC.

b. Tasks.

(1) Logistics Directorate, DCSBOS.

(a) Coordinate logistics support requirements with other Federal agencies as appropriate.

(b) Approve installation Transportation Motor Pool (TMP) leasing authority for more than 270 days on a case-by-case basis.

(c) On order, direct TRADOC installations to redistribute equipment to fill units and sustaining base activities IAW operational priorities and objective levels as established by DA DCSOPS. Training base assets remain in TRADOC.

ANNEX D (LOGISTICS) to TRADOC Mobilization and Operations  
Planning and Execution System 1-97 (TMOPES 1-97)

(d) In coordination with FORSCOM redistribute equipment and supplies:

1 To meet approved training base and operational requirements.

2 To meet critical equipment and supply requirements.

(e) Develop and submit to Military Traffic Management Command (MTMC) intra-CONUS transportation requirements, other than TMP vehicles, to support expansion of the training base. ANNEX D (LOGISTICS) to TMOPES 1-97.

(f) Initiate call forward procedures for Operational Project (OP) stocks stored in CONUS depots for support of CRC/IDS upon approval from HQDA. Based upon Theater CINC and after approval by HQDA, provide a list of items and quantities to the appropriate CRC/IDS.

(2) TRADOC Installations.

(a) Develop support agreements for logistics support with federal, local, and state government agencies. Initiate "as required" contracts with commercial sources in preparation for mobilization and contingency.

(b) Installations with a mobilization station mission will validate requirements and prepare requisitions IAW AR 725-50, to support expansion of mobilization station and training base. HQDA sets controls and priorities for release and fill of these requisitions.

(c) When assigned a CRC or IDS mission, the installation CRC/IDS issues theater specific clothing and equipment to Non-unit Related Personnel (NRP) and fillers, Department of Army civilians, Red Cross personnel, and contractor personnel deploying to a theater of operations.

(d) Make sure all assigned mobilizing units develop Unit Movement Plans (UMP) and keep them current. In reviewing all UMP's, determine requirements for Standing Route Orders (SRO) for units with mobilization dates of M+15 or less. Arrange for commercial transportation using MTMC routings to support all SRO requirements.

ANNEX D (LOGISTICS) to TRADOC Mobilization and Operations  
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(e) Identify requirements for blocking, bracing, packing, crating, and tie-down materials. Identify sources and availability within time frame required to support mobilization. Remote Reserve Component (RC) units furnish necessary blocking and bracing materials for transport from home station to the mobilization station.

(f) Support deployment activities at ports of embarkation (POE), develop support plans for those activities and export plans to all other mobilization stations that deploy units through those POEs IAW FORSCOM Reg 55-1 and FORMDEPS Vol II.

(g) Coordinate with schools, training activities, and CRC/IDSs located on the installation to accurately forecast personnel movement requirements to MTMC.

(h) Assist movement planners in scheduling the arrival and departure of mobilizing units' equipment to allow maximum use of available equipment storage and alleviate congestion between arriving and departing units.

(i) Provide special storage of personal property for soldiers living on post or off post IAW Joint Federal Travel Regulation (JFTR). Be sure to contact DOL/DPW, see FM 100-17, Annex N.

(j) Ensure TMP leasing to support increased requirements for mobilization complies with AR 58-1. Installations forward requests for leasing authority, that exceeds 270 days, to HQ TRADOC, ATCS-EOC, for approval.

(k) Provide maintenance support to tenant units within respective geographical support area IAW AR 5-9, and transfers open support maintenance work requests and due-out requisitions to the next higher support maintenance activity.

(l) Use Operational Readiness Float (ORF) assets IAW AR 750-1. Except as directed by HQDA, installations continue to exchange only on an item-for-item basis. Give priority of issue or exchange to units in receipt of a warning order or a directive that indicates deployment is imminent. Do not use ORF assets for the controlled exchange of repair parts. Only HQDA DCSOPS will authorize transfer of ORF assets to deploying units.

ANNEX D (LOGISTICS) to TRADOC Mobilization and Operations  
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(m) Authorize the controlled exchange and cannibalization of vehicles and equipment parts/components IAW AR 750-1.

(n) Keep the installation test, measurement and diagnostic equipment (TMDE) coordinator/laboratory and TMDE support teams current on mobilizing units' test equipment densities. Policies and assignment of functions for TMDE support remain in effect IAW AR 750-43. TMDE calibration and repair support will continue to be provided by U.S. Army Test Measurement and Diagnostic Equipment Support Group (USATSG) teams.

4. ADMINISTRATION AND LOGISTICS.

a. Coordinating Instructions.

(1) All installations.

(a) Send a consolidated Logistical Status and SITREP to HQ FORSCOM, ATTN: AFOP-OC, and HQ TRADOC, ATTN: ATCS-EOC, as directed by FORSCOM.

(b) When necessary, provide narratives for the following: identification of deficiencies effecting support for planned operations by class of supplies, significant supplementary actions taken or proposed, areas beyond the commander's capability to overcome and supplementary actions or decisions required and send to HQ TRADOC, ATTN: ATCS-EOC.

(c) Training Base Expansion. As required, using narrative in the daily installation SITREP, identify other shortages effecting Training Base missions or Base Operations (BASOPS) not listed above. Send daily report of critical shortages in BASOPS to HQ TRADOC, ATTN: ATCS-EOC.

(d) Submit Status of Resources and Training System (SORTS) and Mobilization Deployment System (MOB-ODEE) reports on all active and mobilized RC units IAW FORSCOM Reg 525-3.

(e) Assist mobilizing units in preparing and submitting all required reports and updated automated unit equipment lists (AUEL) using Transportation Coordinator Automated Command and Control Information System (TC ACCIS) and other such automated systems IAW FORSCOM regulations with information copy to HQ TRADOC, ATTN: ATCS-EOC.

ANNEX D (LOGISTICS) to TRADOC Mobilization and Operations  
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(2) Installations with a CRC/IDS mission provide a daily report of CRC/IDS shortfalls involving Organization Clothing and Individual Equipment (OCIE), weapons, protective masks, class V, and any other deployment stoppers, to HQ TRADOC, ATTN: ATCS-EOC. Using narrative in the installation daily SITREP, provide as a minimum: line item number, national stock number, quantity required, quantity on-hand, nomenclature and size, if appropriate.

b. General.

(1) Installations with mobilization responsibilities are required to prepare implementing mobilization plans. In keeping with the strategy contained in the FORSCOM Mobilization Plan, installation plans must contain the flexibility to accommodate any level of mobilization throughout the spectrum. Mobilization plans will be prepared by MS IAW FORMDEPS VOL IV.

(a) Military Operations Without Involuntary Call-Up of RC forces. See AMOPES, ANNEX D, Appendix 1.

(b) Presidential Selected Reserve Call-Up (PSRC). See AMOPES, ANNEX D, Appendix 2.

(c) Partial Mobilization. See AMOPES, ANNEX D, Appendix 3.

(d) Demobilization. See AMOPES, ANNEX D, Appendix 5.

(2) Supply/Services, Maintenance, and Transportation. See basic plan AMOPES, ANNEX C and D.

5. COMMAND AND SIGNAL (See basic plan).

HARTZOG  
GEN

OFFICIAL:

Revilla  
Director, Logistics Directorate, DCSBOS

REFERENCES:

Federal Acquisition Regulation (FAR)  
DoD Federal Acquisition Regulation Supplement (DFARS)  
Army Federal Acquisition Regulation Supplement (AFARS)  
TRADOC Acquisition Regulation (TAR)  
Army Mobilization and Operations Planning and Execution  
System (AMOPES), ANNEX D, para 3.b.(6)(c)  
AMOPES, Appendix 1 to ANNEX D, paras 3.a.(3) and 4.a.(3)  
AMOPES, Appendix 2 to ANNEX D, para 3.a.(3)  
AMOPES, Appendix 5 to ANNEX D, para 3.a.(3)  
AMOPES, ANNEX Q (when published)

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (Also see basic plan).

(1) HQDA informs TRADOC of any emergency legislation in effect.

(2) Anticipate no additional emergency legislation required in conjunction with Presidential Selected Reserve Call-Up (PSRC) or Partial Mobilization.

2. MISSION. On order, TRADOC contracting organizations support TRADOC missions with responsive, responsible and legal acquisition support.

3. EXECUTION.

a. Concept of Operations. Until such time as emergency legislation takes effect, all contracting actions comply with current statutes, regulations, and policies. 10 U.S.C. 2304 provides basic contracting guidance.

b. Tasks.

(1) Installation Directorates of Contracting (DOC):

(a) Support installation mobilization mission.

(b) Participate in installation mobilization planning and execution.

(c) Include provisions, as appropriate, in installation support contracts to expand critical or necessary services in support of installation missions.

(d) Prepare contracting annex or provide appropriate input to installation mobilization plan. This input must address specific contractual requirements or processes for supporting installation missions.

(e) Develop internal organizational procedures to support installation missions. Provide special emphasis to installation peculiar requirements. Areas to address, at a minimum, include: recall procedures, contractors by commodity (consider whether a manually developed list of Standard Army Acquisition Contracting System (SAACONS) list is better), list of current Blanket Purchase Agreements (BPAs), use of credit cards, processing of SF 44 from units after arrival, routing of purchase requests, and availability of communications and transportation for contracting personnel.

(f) Provide support to installation Emergency Operations Center (EOC), as required.

c. Coordinating instructions.

(1) TRADOC Acquisition Directorate provides:

(a) Appropriate support to installation DOCs.

(b) Representative, if required, to TRADOC EOC.

(c) Notification of emergency legislation through EOC communication channels.

(2) TRADOC installations transmit requests for relief from provisions of contracting policy to HQ TRADOC, ATTN: ATCS-EOC. Requests considered individually, based on situation.

4. ADMINISTRATION AND LOGISTICS. (See basic plan)

5. COMMAND AND SIGNAL. (See basic plan)

ANNEX E (PERSONNEL) to TRADOC Mobilization and Operations  
Planning and Execution System 1-97 (TMOPES 1-97)

REFERENCES:

AR 135-210, Organization and Functions of National Guard  
Bureau  
AR 310-49, The Army Authorization Documents System (TAADS)  
AR 601-50, Appointment of Temporary Officers in the Army of  
the United States Upon Mobilization  
FM 12-6, Personnel Doctrine  
DA Pam 600-72, Army Manpower Mobilization

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC provides manpower and personnel service support for military operations or contingencies, mobilization, deployment, demobilization, and all other TRADOC missions to include exercises.

3. EXECUTION.

- a. Concept of Operations.

(1) The personnel service support structure at all TRADOC organizational levels assists in mission execution. Deputy Chief of Staff for Base Operations Support (DCSBOS) delegates various authorities to execute this mission IAW this annex and as personnel support requirements develop.

(2) DCSBOS develops personnel support policy for execution by TRADOC subordinate commands, installations, schools and activities.

(3) DCSBOS disseminates adjustments to this plan when required by operational or contingency changes or when directed by HQDA.

(4) DCSBOS derives personnel requirements from operational requirements established by the operation or contingency. Report personnel requirement shortages to HQ TRADOC, ATTN: ATCS-EOC.

(5) Personnel sources available to TRADOC organizations are: Trained manpower--active Army, civilian personnel, Reserve



ANNEX E (PERSONNEL) to TRADOC Mobilization and Operations  
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Component, and Army retired members; Non-Pretrained--volunteers, temporary appointments, conscripts, and contractors.

(6) DA Pam 600-72, Army Manpower Mobilization, contains detailed information on personnel mobilization.

b. Tasks.

(1) DCSBOS.

(a) Ensure appropriate TRADOC installations are prepared to conduct CONUS Replacement Center (CRC/Individual Deployment Site (IDS) operations and serve as coordinator and executing agent for all CRC operational issues.

(b) Coordinate with DA DCSPER exercise locations and participating units. Review exercise operations and serve as executing agent for after-action review assessments.

(c) Ensure development and execution of TRADOC policies regarding Casualties and Mortuary Affairs. (See Appendix 5, this ANNEX)

(d) Maintain oversight of the storage and issue of equipment and clothing in support of CRC operations.

(e) Provide policy and guidance to TRADOC installations for accounting and strength reporting for Active Component (AC), Reserve Component (RC), Department of the Army Civilians, contractor and Red Cross civilian personnel. (See Appendix 1, this ANNEX)

(f) Ensure each TRADOC installation has adequate family support and information services. (See Appendix 6, this ANNEX)

(g) Ensure each TRADOC installation has adequate postal services for all personnel assigned permanently or temporarily. (See Appendix 7, this ANNEX)

(h) Serve as liaison between TRADOC Installations, other Major Army Commands (MACOMs), and HQDA on CRC operations.

(i) Coordinate with Total Army Personnel Command (PERSCOM) to submit Non-Unit Related Personnel (NRP) taskings to TRADOC installations.

ANNEX E (PERSONNEL) to TRADOC Mobilization and Operations  
Planning and Execution System 1-97 (TMOPES 1-97)

(j) Coordinate personnel operational and mobilization planning and execution throughout TRADOC, and with U. S. Army Forces Command (FORSCOM) and U. S. Army Reserve Command (USARC).

(2) Installations.

(a) Process units and individuals for deployment as directed by proper authority.

(b) Installations with CRC missions establish and operate such centers when directed by HQ TRADOC.

(c) Forward request to activate assigned Individual Mobilization Augmentee (IMA) soldiers to HQ TRADOC, ATTN: ATCS-EOC. IMAs are involuntarily ordered to active duty only after a Presidential Selected Reserve Call-up (PSRC) or partial mobilization has been declared, subject to strength ceilings. Upon full or total mobilization, U.S. Army Reserve Personnel Center (AR-PERSCOM) orders all IMAs to active duty.

(d) Report personnel shortages or supplemental personnel requirements, with justification, to HQ TRADOC, ATTN: ATCS-EOC.

(e) Forward requests for recall (voluntary or involuntary) of retirees necessary to support an operation at less than full mobilization to HQ TRADOC, ATTN: ATCS-EOC. Requests must include the number of requirements by grade, Military Occupational Specialty (MOS)/Area of Concentration (AOC), any specific additional skills required, and justification.

(3) When tasked by DCSBOS, installations, schools, agencies, and subordinate commands, provide individuals in support of Army operations.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND CONTROL. (Also see basic plan).

a. USAR Personnel Replacement Battalions (PRBs) come under command and control of TRADOC installation commanders upon arrival at their mobilization site.

b. All military personnel, AC and RC, are under Uniform Code of Military Justice (UCMJ) authority of the installation commander to which assigned.

c. Upon arriving at mobilization sites, mobilizing civilians are under the control of the installation commander.

ANNEX E (PERSONNEL) to TRADOC Mobilization and Operations  
Planning and Execution System 1-97 (TMOPES 1-97)

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Appendixes:

- 1 - Personnel Accounting and Strength Reporting
- 2 - Military Personnel Management
- 3 - Civilian Personnel Management
- 4 - Replacement Operations
- 5 - Casualty and Mortuary Affairs Operations
- 6 - Community and Family Support
- 7 - Postal
- 8 - Demobilization

Appendix 1 (Personnel Accounting and Strength Reporting) to ANNEX E (PERSONNEL) to TMOPEs 1-97

REFERENCES:

AR 310-10, Military Orders  
AR 600-8-6, Personnel Accounting and Strength Reporting

1. SITUATION.

- a. Enemy Forces. (See basic plan).
- b. Friendly Forces. (See basic plan).
- c. Assumptions.

(1) The current Standard Installation/Division Personnel System (SIDPERS) is the official source for strength data until the Total Army Personnel Data Base (TAPDB) or another system replaces it.

(2) The Civilian Personnel Directorate (CPD), DCSBOS, accounts for DA civilian personnel deploying to a theater of operations from TRADOC installations or activities. Based on guidance received from CDR PERSCOM, CPD designates procedures followed for reporting civilians deployed to a theater of operations by TRADOC.

2. MISSION. On order, TRADOC provides strength accounting for the headquarters and all TRADOC subordinate agencies supporting an approved operation or contingency, a Presidential Selected Reserve Call-up (PSRC) or higher level of mobilization.

3. EXECUTION.

- a. Concept of Operations.

(1) General.

(a) When a PSRC or partial mobilization is authorized, TRADOC installations access all activated Reserve Component (RC) soldiers to SIDPERS-AC within 24 hours of their arrival at the mobilization station. This process assigns the appropriate Personnel Mobilization Category Code to the newly activated RC soldier. (See Tab A to Appendix 1 to ANNEX E to AMOPES)

(b) U.S. Army Reserve Personnel Command (AR-PERSCOM) provides personnel data on Individual Ready Reservists (IRR) to the mobilization site.

Appendix 1 (Personnel Accounting and Strength Reporting) to ANNEX E (PERSONNEL) to TMOPEs 1-97

(c) Installations receive personnel data prior to the arrival of a Reserve unit or Non-Unit Related Personnel (NRP).

(d) DA DCSPER achieves 100 percent visibility of all available active army assets as rapidly as possible.

(e) Installation mobilization plans include identification of installation Table of Distribution and Allowances (TDA) derivative Unit Identification Codes (UICs) to account for soldiers reassigned from deploying units, whether Active Component (AC) or Reserve Component (RC). Installations assign non-deploying soldiers to vacant positions on the installation TDA or to derivative TDA which are designated for specific missions such as supporting deployed soldiers' family members. All derivative TDA are preregistered in The Army Authorization Documentation System (TAADS), IAW AR 310-49. Installations must register derivative TDA in TAADS prior to using them.

(f) Installations process DA civilians identified for deployment IAW DA PAM 690-47, DA Civilian Deployment guide and supported CINC directives.

b. Tasks.

(1) Installations.

(a) Report daily strength to CDR FORSCOM IAW FORSCOM Mobilization and Deployment Planning System (FORMDEPS), with info copy to HQ TRADOC, ATTN: ATCS-EOC. Format is at Tab B to Appendix 1 to ANNEX E to AMOPES.

(b) Accomplish Soldier Readiness Program (SRP) processing IAW AR 600-8-101 before any soldier identified for deployment departs to a CONUS Replacement Center.

(c) Report non-deployable soldiers to AR-PERSCOM telephonically, and include them in the next personnel strength report.

(d) Access all RC units and individual soldiers onto active duty IAW AR 600-8-101.

(e) If not already on hand, obtain software and equipment for conducting personnel inprocessing and/or Soldier Readiness Processing (SRP).

Appendix 1 (Personnel Accounting and Strength Reporting) to ANNEX E (PERSONNEL) to TMOPEs 1-97

(f) Ensure that SIDPERS mobilization/deployment transactions and required strength reports are submitted in a timely manner.

(g) Ensure that deploying civilian personnel are reported in the Defense Civilian Personnel Data System (DCPDS) IAW guidance from CDR PERSCOM.

(h) Ensure deploying unit's accountable strength reflects only soldiers and civilians deploying with the unit.

(i) Maintain accurate SIDPERS personnel accountability during the redeployment/demobilization phase for all soldiers redeploying to the installation.

(j) Ensure that CONUS Replacement Center (CRC) deploying personnel are loaded in the Replacement Operations Automated Management System (ROAMS)

c. Coordinating Instructions. AG, DCSBOS monitors deployable NRP strength reports at TRADOC installations.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND CONTROL. TRADOC installation commanders assume Command and Control of RC unit/individual personnel and civilians upon arrival at the installation.

Appendix 2 (Military Personnel Management) to ANNEX E (PERSONNEL)  
to TMOPEs 1-97

REFERENCE: TRADOC Reg 614-11, Tasking for Individual Personnel

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC provides military personnel management in support of mobilizing and deploying units and individuals, CONUS Replacement Center (CRC) operations, and other TRADOC missions.

3. EXECUTION.

- a. Concept of Operations.

(1) TRADOC installations assist FORSCOM in deploying Active Component (AC) units, and mobilizing and deploying Reserve Component (RC) units IAW the FORSCOM Mobilization Plan.

(2) Installations evaluate unit personnel shortages and initiate cross-leveling action, if necessary.

(3) Soldiers deploying to a theater of operation as individuals deploy through a CRC. (See Appendix 4, this ANNEX).

(4) CONUS training base units are exempt from cross-leveling/redistribution. TRADOC assigned instructor personnel and drill sergeants, to include those in mobilized RC training units, are governed by this policy. TRADOC installation commanders may internally cross-level instructors to accomplish mission, or coordinate through HQ TRADOC, ATTN: ATCS-EOC, a one-for-one exchange of deployable for non-deployable soldiers.

- b. Tasks.

- (1) DCSBOS.

(a) Coordinate, and as directed by DA DCSPER, initiate personnel cross-leveling and/or redistribution actions within TRADOC.

(b) Assist with redistribution of personnel between installations after completing internal cross-leveling actions.

Appendix 2 (Military Personnel Management) to ANNEX E (PERSONNEL)  
to TMOPEs 1-97

(c) Inform Total Army Personnel Command (PERSCOM) through TRADOC EOC of all cross-leveling actions completed.

(2) Installations.

(a) Mobilize and deploy RC units at or above the stated minimum level of personnel fill.

(b) Complete a readiness evaluation of RC units reporting for active duty. Submit Unit Status Reports within 72 hours of unit arrival at mobilization station.

(c) Complete all Soldier Readiness Program (SRP) requirements and mobilization out processing requirements contained in AR 600-8-101 before validating a unit for deployment or clearing an individual for departure to a CRC.

(d) Provide for the maintenance of Military Personnel Record Jackets (MPRJ) of AC and mobilized RC soldiers deploying to a theater of operation.

(e) Inform HQ TRADOC, ATTN: ATCS-EOC, of all cross-leveling actions completed.

(3) Installations with CRC mission.

(a) Confirm completion of SRP processing by losing installation.

(b) Conduct required level 4 SRP soldier briefings.

(c) Perform other responsibilities outlined in Appendix 4 this ANNEX.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND CONTROL.

a. Installation commander assumes command and control of all RC units accessed and all NRPs prior to deployment from the installation.

b. Installation commander has UCMJ authority over NRPs and RC soldiers accessed to active duty at that installation.



Appendix 3 (Civilian Personnel) to ANNEX E (PERSONNEL) to TMOPEs  
1-97

REFERENCES: (See Tab A to this appendix)

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC acquires and maintains a civilian work force capable of efficiently and effectively executing essential operational, contingency and mobilization support activities, regardless of the magnitude of operations. Deploys civilians as required.

3. EXECUTION.

- a. Concept of Operations.

(1) AR 690-11 and Appendix 3 to ANNEX E, AMOPES, provide civilian manpower and policy guidance for mobilization planning and management. These documents and this appendix allow for maximum decentralization of authority for civilian personnel procurement and management during a rapid expansion of the Army. TRADOC mobilization planners, for each function at each organizational level, must consider both the military and civilian requirements in planning and working issues. All levels of the personnel community, to include Civilian Personnel Advisory Centers, directly participate in the planning stages for mobilization.

(2) The use of civilian manpower to replace and release military personnel in CONUS for use in a theater of operation becomes critical as the size of the active duty Army force expands and the demand on civilian resources increases. In addition, the demand for civilian resources in a theater of operation may increase significantly.

(3) The Assistant Secretary of the Army (Manpower and Reserve Affairs) activates the Department of the Army's emergency occupational deferment system.

(4) TRADOC activities do not request an occupational deferment or a delay in reporting to active duty of Ready Reserve or military retired soldiers employed by the Army after declaration of a Presidential Selected Reserve Call-up (PSRC) or any mobilization. Reserve and retired military soldiers are

available for active duty within the alert time specified on their mobilization order. Loss of these civilian personnel is considered when developing mobilization staffing plans. Ideal plans indicate civilians subject to recall at the different levels of Graduated Mobilization Response (GMR). (See FM 100-17, chapter 3, page 3.)

(5) Only installation requirements which are not satisfied from in-service resources are submitted to outside recruitment for assistance in obtaining manpower.

(6) Reservists and military retirees subject to recall do not occupy emergency-essential (E-E), key or cadre positions. (See AR 690-11.)

(7) During all levels of mobilization the Commander, Total Army Personnel Command (PERSCOM), has authority to task across MACOMs to fill combatant command identified E-E civilian positions.

(8) Training and developing the individual civilian manager and others needed to build and maintain employee skills is an integral part of mobilization planning. The work force assumes the added responsibilities of an emergency situation. When emergency conditions require radical changes in operation or rapid expansion of the civilian work force, training becomes as important as the recruitment of workers. Managers identify civilian mobilization training requirements and incorporate them into the Mobilization Army Program for Individual Training (MOB ARPRINT). The MOB ARPRINT identifies all courses conducted and provides data showing the programmed requirements projected to meet time phased incremental training base output requirements.

b. Tasks.

(1) Installations.

(a) Provide mobilization planning to address Army civilian and contractor issues to support the wartime mission of the installation and tenant activities. Mobilization planning follows the GMR levels to support all levels of mobilization.

(b) Mobilization plans include a civilian personnel annex. The annex provides an installation staffing plan and methodologies to accomplish expeditious detail, reassignment, recruitment, and training of employees, as necessary, to satisfy the mobilization work requirements.

(c) Civilians occupying positions designated as emergency-essential (E-E) meet medical and physical requirements of the job. Properly train these civilians in soldier field survival tasks, weapons familiarization, and performance of duties in protective gear.

(2) Supervisors identify existing job descriptions and/or prepare job descriptions peculiar to their mobilization mission. When it is necessary to prepare new job descriptions on a projected basis, brevity is a primary objective. Descriptions need only provide factual support for assigned title, series, and grade. Supervisors provide civilian mobilization requirements (e.g. annotated MOBTDA) and copies of job descriptions, when title, series and grade are not sufficient for planning purposes, to the Civilian Personnel Advisory Center (CPAC).

c. Coordinating Instructions.

(1) Installation civilian personnel mobilization program planners coordinate with counterparts in the Local/State Employment Service, Department of Labor, Office of Personnel Management, Department of Defense agencies and nongovernmental industrial activities within the commuting area to reach a common understanding of civilian mobilization manpower and staffing program plans.

(2) In recruiting areas that include two or more DoD installations, Recruiting Area Staffing Committees (RASC) ensure area installations coordinate their recruitment efforts with Office of Personnel Management (OPM) and the local employment office. (See AR 690-11 and DoDI 1400.32 for additional guidance on RASC procedures.)

(3) Deployment of civilians OCONUS to a theater of operation requires prior approval by the Department of State and the specific theater unified commander or Combatant Commander.

(4) Maintain constructive and cooperative relationships with unions. Enlist the active support and assistance of union officials to improve production and services to fully utilize available manpower resources during an emergency. Conditions may require emergency action be taken without prior consultation or negotiation with unions. Within Operational Security (OPSEC) constraints, keep local unions fully informed of emergency conditions and situations.

4. ADMINISTRATION AND LOGISTICS.

Appendix 3 (Civilian Personnel) to ANNEX E (PERSONNEL) to TMOPEs  
1-97

a. Casualty and Mortuary Affairs. Accountability and processing of civilian employees, deploying or deployed, who become casualties follows the existing systems and procedures for military personnel.

b. Civilian personnel deployed to the Theater of Operation (Department of Defense employees, contractors, and other categories), should process at their home station. Civilians deploy through a CONUS Replacement Center (CRC) or other designated mobilization/deployment site, depending on the nature of the operation. DA civilian processing parallels, to the extent possible, Soldier Readiness Program (SRP) processing for the military. Generally, personnel are not deployed without proper training or without a complete issue of all necessary equipment and clothing. Report any unfulfilled training requirements or non-availability of equipment and clothing to HQ TRADOC, ATTN: ATCS-EOC, ATTN: DCST and/or DCSBOS Crisis Action Team (CAT) representative(s) for resolution. Requests for exceptions are coordinated and approved on a case-by-case basis.

c. Processing Requirements.

(1) DoD civilians deployed OCONUS to a theater of operation must meet basic medical, dental, legal, and administrative clearance standards prior to embarkation. Civilian contract personnel are, at a minimum, advised of peculiar medical risks and requirements, and their legal status prior to their embarkation. HQ TRADOC (ATBO-C) provides special guidance on civilian deployment processing requirements to designated TRADOC deployment sites and CRCs.

(2) Contract Personnel: HQDA establishes personnel criteria for contractors. Contractors provide personnel meeting the criteria. Installation or CRC commanders verify that contractor personnel meet requisite criteria established by HQDA. If required by PERSCOM, installations provide shots, civilian ID cards, Geneva Convention Cards and theater specific clothing and equipment. Depending on contract terms, contractors may provide physicals and some equipment for personnel. The installation commander directs contract personnel processing.

(3) Red Cross Personnel: PERSCOM provides specific guidance on processing criteria and equipment issue for Red Cross workers and the installation or CRC commander verifies. The installation commander directs Red Cross personnel processing.

d. Reports.

Appendix 3 (Civilian Personnel) to ANNEX E (PERSONNEL) to TMOPEs  
1-97

(1) The Defense Civilian Personnel Data System (DCPDS) is the standard automated system for DA civilian personnel. Regional Civilian Personnel Operations Centers (CPOCs) enter all required personnel data into DCPDS as soon as possible and update DCPDS for all deploying civilian employees before their embarkation.

(2) HQ TRADOC (ATBO-C) provides TRADOC activities any unique instructions applicable to DCPDS for any level of mobilization. HQ TRADOC (ATBO-C), if required, directs the frequency of any special DCPDS reports and/or the frequency of data run cycles.

5. COMMAND AND CONTROL. (See basic plan).

Tab

A - References

Tab A (References) to Appendix 3 (Civilian Personnel) to ANNEX E  
(PERSONNEL) to TMOPES 1-97

1. Related Publications.

DFAS 37-105 Finance and Accounting for Installations:  
Civilian Pay Procedures

AR 40-3 Medical, Dental, and Veterinary Care

AR 135-133 Ready Reserve Screening, Qualification Record  
System, and Change of Address Reports

AR 310-49 The Army Authorization Documentation System  
(TAADS)

AR 500-5 The Army Mobilization and Operations Planning and  
Execution System (AMOPES)

AR 570-4 Manpower Management

AR 600-3 The Army Personnel Proponent System

AR 600-4 Waiver of U.S. Claims for Erroneous Payments  
of Pay and Allowances

AR 600-8-101 Personnel Processing(In and Out and Mobilization  
Processing)

AR 601-10 Mobilization of Retired Members of the Army

AR 640-3 Identification Cards, Tags, and Badges

AR 690-11 Mobilization Planning and Management

AR 690-400 Chapter 4302, Total Army Performance Evaluation  
System

DA Pam 690-39 Family Assistance Handbook for Emergency-  
Essential Personnel and Family Members

DA Pam 690-47 DA Civilian Employee Deployment Guide

DA Pam 690-80 Use and Administration of Local Civilians  
in Foreign Areas During Hostilities

DA Pam 690-400 Total Army Performance Evaluation System

DoDD 1100.6 National Defense Executive Reserve

DoDD 1200.7 Screening the Ready Reserve

Tab A (References) to Appendix 3 (Civilian Personnel) to ANNEX E  
(PERSONNEL) to TMOPES 1-97

DoDD 1400.31 Mobilization Management of the DoD Civilian  
Work Force

DoDI 1400.32 Mobilization Preparedness Planning for the DoD  
U.S. Citizen Civilian Work Force

DoDD 1404.10 Emergency-Essential (E-E) DoD U.S. Citizen  
Civilian Employees

DSSR Ch. 600 Government Civilians, Foreign Areas

FPM Ch. 230, Subchapter 4 Agency Authority to Take Personnel  
Actions In A National Emergency

JFTR, Volume 2 - Joint Federal Travel Regulation, Volume 2:  
Department of Defense Civilian Personnel

FM 100-17 Mobilization, Deployment, Redeployment, Demobili-  
zation

Federal Acquisition Regulation (FAR) and DOD and Army FAR  
Supplements

2. Prescribed Form. DD Form 2365 - DOD Civilian Employees  
Overseas E-E Position Agreement.

3. Referenced Forms.

DD Form 489 - Geneva Convention Identity Card for Persons  
Who Accompany the Armed Forces

DD Form 1173 - Uniformed Services Identification and  
Privilege Card

DD Form 2461 - Authorization for Emergency Evacuation Advance  
and Allotment Payments

Appendix 4 (Replacement Operations) to ANNEX E (PERSONNEL) to  
TMOPES 1-97

REFERENCES:

FM 12-6, Personnel Doctrine  
AR 600-8-111 (DRAFT), Replacement Operations

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC implements replacement operations to support an operation, contingency or any level of mobilization.

3. EXECUTION.

- a. Concept of Operations.

(1) In support of an operation, contingency or mobilization, fillers and replacements are provided by the installation/command deploying units. When deploying and/or mobilizing FORSCOM units, forward requests for additional filler and replacement personnel to HQ FORSCOM.

(2) CDR, Total Army Personnel Command (PERSCOM) directs the flow of soldiers, including Non-Unit Related Personnel (NRP), to assignments worldwide. PERSCOM provides personnel replacement guidance to TRADOC (DCSBOS) for transmission to TRADOC installations, agencies, schools and subordinate commands.

(3) Units and individuals deploying to a theater of operation normally deploy in a Temporary Change of Station (TCS) status. Appropriate Army Regulations contain financial and travel entitlement(s). Civilians are in TDY status.

(4) As units deploy, installations report personnel shortfalls to FORSCOM by grade and Area of Concentration (AOC) or MOS for each unit deploying with fewer soldiers than required by the Authorized Level of Organization (ALO).

(5) CDR PERSCOM directs TRADOC (DCSBOS) to begin filler and/or replacement flow to a theater of operation. DA DCSPER directs TRADOC (DCSBOS) to establish CONUS Replacement Center (CRC) operations.



Appendix 4 (Replacement Operations) to ANNEX E (PERSONNEL) to  
TMOPES 1-97

(6) TRADOC installations deploying Active Component (AC) and mobilizing and deploying Reserve Component (RC) units adhere to all personnel planning and execution guidance outlined in the FORSCOM Mobilization Plan (FMP).

b. Tasks.

(1) AG, DCSBOS.

(a) Identify appropriate levels of CRC personnel required to support all levels of mobilization and request Operations Directorate gain access to the necessary CRC units.

(b) Coordinate with Director, Logistics, DCSBOS, for time-phased release of Organizational Clothing and Individual Equipment (OCIE), Chemical Defense Equipment (CDE), and weapons to support NRP flow requirements.

(c) Report CRC processing capability daily to DA DCSPER.

(d) Ensure installations complete all required SRP processing for soldiers/civilians identified for deployment as NRP.

(e) Include in the command operating budget funding requirements for OCIE, CDE and weapons for NRP.

(f) Monitor CRC operations to identify additional required resources not available within TRADOC and forward needs to HQDA.

(2) Installations hosting CONUS Replacement Centers.

(a) Provide resources required to ensure timely completion of CRC processing requirements. Report any shortfall to HQ TRADOC, ATTN: ATCS-EOC.

(b) At direction of DCSBOS, initiate CRC operations.

(c) Accurately identify personnel and equipment required to conduct CRC operations for all levels of contingency and mobilization operations in mobilization plans.

(d) When directed to initiate CRC operations provide HQ TRADOC, ATTN: ATCS-EOC a daily report on the CRC processing capability 10 days out. Report considers the manpower, facility and OCIE/CDE/weapon issue capabilities.

Appendix 4 (Replacement Operations) to ANNEX E (PERSONNEL) to  
TMOPES 1-97

(e) Report to HQ TRADOC, ATTN: ATCS-EOC, personnel identified for deployment who are deferred or delayed in reporting to a designated CRC.

(3) Installations/mobilization stations process personnel identified for deployment IAW AR 600-8-101, Soldier Readiness Program (SRP), and any unique requirements required by a particular operation.

c. Coordinating Instructions.

(1) DA DCSPER is the Army staff proponent for replacement and CRC operations.

(2) CDR PERSCOM is the DA executive agent for replacement operations and for directing the flow of NRP to a theater of operations.

(3) HQ TRADOC, DCSBOS, is the DA executing agent for CRC operations.

4. ADMINISTRATION AND LOGISTICS.

a. Installations hosting CRCs.

(1) Provide storage, handling and issue capabilities for CRC operational stocks.

(2) Provide billeting and mess facilities for Personnel Replacement Battalions (PRB), Personnel Replacement Companies (PRC), and NRPs.

(3) Provide computer and personnel support for CRC operations.

5. COMMAND AND CONTROL.

a. FM 12-6 outlines command and control for Replacement Operations.

b. Upon accession onto active duty PRBs come under the command and control of the installation commander.

Tab

A - CONUS Replacement Center Operations

Tab A (CONUS Replacement Center Operations) to Appendix 4  
(Replacement Operations) to ANNEX E (PERSONNEL) to TMOPES 1-97

REFERENCE: AR 600-8-111 (DRAFT), Replacement Operations

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions.

(1) In developing plans for Presidential Selected Reserve Call-up (PSRC) or higher mobilization authority, CONUS Replacement Center (CRC) installations receive one CRC Personnel Replacement Battalion (PRB) headquarters, and assigned CRC companies.

(2) CRCs support NRP flow involving a PSRC or higher level of mobilization, unless HQDA otherwise directs.

(3) When possible, CRC operations commence 30 days before NRP flow.

2. MISSION. On order, TRADOC activates CRC operations to deploy individuals, both military and civilian, to a theater of operation.

3. EXECUTION.

- a. Concept of Operations.

(1) A CRC ensures the maximum number of soldiers and civilians identified as individual filler and/or casualty replacements for a theater of operation deploy IAW AR 600-8-101 and the CRC Handbook.

(2) Plans for CRC operations identify resource requirements at loads of up to 100 personnel per day without availability of PSRC; 200 personnel per day at PSRC; 300 personnel per day for partial mobilization; and 400 personnel per day at full mobilization.

(3) The CONUS Replacement Center Operations Handbook contains CRC installation and CRC battalion and company planning and execution responsibilities.

(4) All personnel deploying to a theater of operation as individuals, whether military or civilian, process through a

Tab A (CONUS Replacement Center Operations) to Appendix 4  
(Replacement Operations) to ANNEX E (PERSONNEL) to TMOPES 1-97

designated CRC. PERSCOM may consider exceptions to the use of a CRC under the following conditions.

(a) The operation's scope and expected duration do not indicate a requirement to provide Non-Unit Related Personnel (NRP).

(b) The home station can equip and readily move any required replacements from the unit home station to a theater of operation using unit home station resources.

(5) For small contingency operations not requiring a PSRC, CRCs may not be appropriate.

(6) When HQDA directs operational or contingency support without corresponding level of mobilization authority, designated CRC installations support CRC operations using available installation assets. Installations may submit requests for augmentation using recalled retirees or Reserve Component (RC) soldiers on Temporary Tours of Active Duty (TTAD), to HQ TRADOC, ATTN: ATCS-EOC. Initiate requests only for vacancies infillable from available assets.

(7) CDR PERSCOM provides CRC installations projected personnel processing loads, by time period.

(8) PRB commanders serve as installation commander's agent in certifying soldiers and civilians as deployable. If no PRB is available, installation commander creates provisional structure to accomplish this mission.

(9) AG, DCSBOS identifies PRBs and PRCs for early order to active duty to accomplish NRP flow mission. When possible, activation date is 30 days before anticipated NRP flow.

b. Tasks.

(1) AG, DCSBOS.

(a) Serve as the DA executing agent for CRC resourcing, after funding is received from appropriate source.

(b) Monitor CRC operations, identify issues threatening mission accomplishment and report operational issues to CDR PERSCOM.

(c) Once DCSBOS approves, CRC operations commence at designated installations.

Tab A (CONUS Replacement Center Operations) to Appendix 4  
(Replacement Operations) to ANNEX E (PERSONNEL) to TMOPES 1-97

(2) CRC Installations.

(a) Include CRC operations in installation mobilization plans.

(b) Execute CRC operations on order from HQ TRADOC.

(c) Provide housing, mess and personnel support for CRC operational units and NRP processed.

(d) Provide storage and issue facilities for CRC operational stocks.

(e) Provide daily NRP status reports to PERSCOM with information copy to HQ TRADOC, ATTN: ATCS-EOC.

(f) Provide assigned PRBs and PRCs activation, movement and employment guidance.

(g) Provide assigned PRB with Automated Data Processing Equipment necessary to accomplish CRC mission.

(3) PRBs and PRCs develop activation, movement and employment plans using guidance from their mobilization station.

c. Coordinating Instructions.

(1) AG, DCSBOS.

(a) Coordinate CRC operations within DCSBOS and other TRADOC staff sections to ensure mission accomplishment.

(b) Coordinate with DCSBOS Logistics Directorate requirements for OCIE, CDE, weapons and project stocks for timely issue to support deployment of NRPs.

(c) Coordinate CRC planning and operations with DA DCSPER and PERSCOM, as appropriate.

4. ADMINISTRATION AND LOGISTICS. (See basic plan)

5. COMMAND AND SIGNAL.

a. U.S. Army Reserve Command (USARC) retains control of computer systems located at PRBs' home station.

Tab A (CONUS Replacement Center Operations) to Appendix 4  
(Replacement Operations) to ANNEX E (PERSONNEL) to TMOPES 1-97

b. Installation commanders assume command and control and UCMJ authority of the PRBs and PRCs upon arrival at the installation.

Appendix 5 (Casualty and Mortuary Affairs Operations) to ANNEX E  
(PERSONNEL) to TMOPES 1-97

REFERENCES:

FM 12-6, Personnel Doctrine  
AR 600-8-1, Army Casualty and Memorial Affairs and Line of  
Duty Investigations  
DA PAM 608-33, Casualty Assistance Handbook

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC executes Army Casualty System and the Mortuary Affairs Program in support of operations, contingencies, and any level of mobilization.

3. EXECUTION.

- a. Concept of Operation.

(1) Conduct casualty and mortuary affairs operations IAW FM 12-6, Personnel Doctrine, and AR 600-8-1, Army Casualty and Memorial Affairs and Line of Duty Investigations. Adhere to these guidelines unless otherwise directed by HQ TRADOC or HQDA.

(2) Current Death Program is operational in peacetime, and continues outside a designated theater of operation during any military contingency, operation or mobilization.

(3) Casualty assistance supports Concurrent Return Program IAW AR 600-8-1 and DA Pam 608-33.

(4) TRADOC provides casualty, mortuary and survivor assistance as directed by HQDA.

- b. Tasks.

(1) TRADOC Casualty Affairs Officer manages execution of the Army Casualty System and the Mortuary Affairs Program throughout TRADOC.

(2) TRADOC installations develop and execute casualty assistance and mortuary affairs plans to support military operations as directed by HQ TRADOC.

Appendix 5 (Casualty and Mortuary Affairs Operations) to ANNEX E  
(PERSONNEL) to TMOPEs 1-97

4. ADMINISTRATION AND LOGISTICS. Administrative and logistical support for casualty and mortuary affairs is provided by the command, agency or installation administering such support.

5. COMMAND AND CONTROL. (See basic plan).



Appendix 6 (Family Assistance and Morale, Welfare, and Recreation (MWR) Operations) to ANNEX E (PERSONNEL) to TMOPEs 1-97

REFERENCES:

AR 215-1, Nonappropriated Fund Instrumentalities and Morale, Welfare, and Recreation Activities  
AR 215-3, Nonappropriated Funds Personnel Policies and Procedures  
AR 215-4, Nonappropriated Fund Contracting  
AR 600-20, Army Command Policy  
AR 608-1, Army Community Service Program  
AR 608-10, Child Development Services  
DA PAM 608-47, A Guide to Establishing Family Support Groups  
FM 12-6, Personnel Doctrine

1. SITUATION

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC provides family support services and Morale Welfare and Recreation (MWR) services to families of Active Component (AC) and Reserve Component (RC) military members and civilians mobilized and/or deployed at, or near, TRADOC installations.

3. EXECUTION.

- a. Concept of Operations.

(1) Provide Family Assistance and support services to families of AC, RC, and civilian personnel mobilized and/or deployed in support of U.S. operations. Pre-mobilization planning for family assistance provides a comprehensive, realistic, flexible, and coordinated delivery system for mobilization and deployment activities. This system normally includes a Rear Detachment for Family Assistance, Army Community Service (ACS), Family Assistance Centers (FACs), Family Support Coordinators (FSCs), and Family Support Groups (FSGs).

(2) Family assistance during deployment, mobilization and emergencies provides needed support and information to immediate and extended family members and dependents of soldiers and deployed civilians. Services include emergency financial assistance, emergency food and shelter, crisis intervention, legal information, Defense Enrollment Eligibility Reporting System (DEERS) assistance, Civilian Health and Medical Program of

Appendix 6 (Family Assistance and Morale, Welfare, and Recreation (MWR) Operations) to ANNEX E (PERSONNEL) to TMOPEs 1-97

the Uniformed Services (CHAMPUS) assistance, recreation, child care, counseling, and information and referral assistance. Installations may provide other services at their discretion.

(3) All command levels develop family assistance plans in both AC and RC units to address various phases of deployment or mobilization, and include requirements for Rear Detachments for family assistance and the establishment of FACs. Overall unit/installation contingency plans include as a minimum:

(a) Type of information and support services offered to families during all phases of the mobilization and deployment.

(b) Component and agency roles and responsibilities for implementing the plan.

(c) Resource requirements to implement various phases of the plan.

(d) Mobilization Tables of Distribution and Allowances (MOBTDA) requirements to include Individual Mobilization Augmentee (IMA) personnel and retiree recalls.

(e) Facility requirements to accommodate all projected program expansions and location of FAC.

(4) Adequate Morale, Welfare, and Recreation (MWR) systems support members of the Army family.

(a) Peacetime MWR programs provided at TRADOC installations continue after mobilization. However, the emphasis of personnel and facilities varies with local mission.

(b) MWR activities support units and individuals awaiting deployment, as well as permanent party personnel, using Non-appropriated Funds (NAF) or Appropriated Funds (APF) (or combination thereof). As a minimum, MWR activities include:

1 Library facilities.

2 Self-directed and intramural sports.

3 Unit level sports programs.

4 Recreation centers and community activity facilities.

5 Free motion picture service to isolated units.

Appendix 6 (Family Assistance and Morale, Welfare, and Recreation (MWR) Operations) to ANNEX E (PERSONNEL) to TMOPEs 1-97

6 Professional entertainment.

7 Unit level activities provided in unit gymnasiums and entertainment centers.

8 Youth Services, Child Development Services, and family oriented MWR activities.

(5) Commanders ensure soldiers have adequate family care plans IAW AR 600-20 (Army Command Policy) and DoDI 1342.19 (Family Care Plans). Emergency essential civilian employees and deploying civilians also prepare family care plans. Supervisory personnel of such civilian employees ensure plans are adequate.

(6) Individuals requiring services utilize the closest military facility.

(7) Installations provide personnel to update and issue ID cards, provide medical, legal and Chaplain services, and incorporate procedures in local mobilization plans.

b. Tasks.

(1) Installations.

(a) Review adequacy of Department of the Army civilian and soldier family care plans during mobilization processing.

(b) Provide predeployment briefings to soldiers and family members during mobilization processing.

(c) ACS representatives participate in unit mobilization processing and deployment manifesting operations.

(d) Establish Family Assistance Centers (FACs) upon notification of mobilization and/or deployment. Hours of operation depend on level of mobilization and number of soldiers deployed. Installation commanders staff and resource FACS to meet local needs.

(e) Child Development Services (CDS) and Youth Services (YS) programs expand services and hours as directed by installation commander.

(f) MWR directors provide facilities and programs to meet differing needs of installation personnel during mobilization and deployments.

Appendix 6 (Family Assistance and Morale, Welfare, and Recreation (MWR) Operations) to ANNEX E (PERSONNEL) to TMOPES 1-97

(g) Integrate RC unit Family Support Coordinators into installation family support and MWR planning and operational efforts.

(h) Maintain contact and coordination between Family Program Coordinators of RC units and installation Family Assistance Center and Director of Personnel and Community Activities (DPCA). This includes RC units mobilizing at or through the installation.

(i) Make sure AC and RC units assigned, mobilized and deployed from the installation form Family Support Groups (FSGs) to provide adequate support. Installation ACS provides training and support to unit FSGs.

(j) Identify family support and MWR coordinator Points of Contact (POCs) to HQ TRADOC, ATTN: ATBO-F.

4. ADMINISTRATION AND LOGISTICS. Family Assistance Centers (FACs) are easily accessible and well identified. FACs co-locate representatives of support offices (e.g. ACS, SJA, Finance Office, Chaplain, Red Cross, Education Center, etc.) whenever possible.

5. COMMAND AND CONTROL. (See basic plan).

Appendix 7 (Postal Operations) to ANNEX E (PERSONNEL) to TMOPEs  
1-97

REFERENCE: DoDD 4525.6-M, DoD Postal Manual, Vol 1 and 2.

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC provides postal services to units and Non-Unit Related Personnel (NRP) during any operation, contingency or mobilization.

2. EXECUTION.

- a. Concept of Operations.

(1) Installations provide postal support required during mobilization, to include locator service for deploying unit/individual soldiers and civilians. DoD Directive 4525.6-M takes precedence over AR 600-8-3 in the event of conflicting guidance.

(2) Installation mobilization plans incorporate postal support for demobilization of Reserve Component (RC) units and NRPs.

(3) Standardized address format is:

- (1st line) GRADE NAME (First, MI, Last)
- (2nd line) UNIT NUMBER AND DESIGNATION
- (3rd line) APO (appropriate state code, e.g., AE, AA, AP, AC, etc.) 09nnn

(4) Army postal units provide administrative and logistical planning and coordination requirements IAW DoD Directive 4525.6-M, Volumes I and II; and FM 12-6, Personnel Doctrine.

(5) Brigade, battalion and unit level mail rooms are responsible for administrative and logistical planning and coordination requirements IAW DoD Directive 4525.6-M, Volumes I and II; FM 12-6, Personnel Doctrine; and AR 600-8-3, Unit Postal Operations.

- b. Tasks.

Appendix 7 (Postal Operations) to ANNEX E (PERSONNEL) to TMOPES  
1-97

(1) Installations.

(a) Identify support personnel and cost necessary to provide postal service in support of operations, contingencies and all levels of mobilization and demobilization.

(b) Develop contingency plans to provide postal service to deploying and redeploying forces to include CONUS Replacement Center (CRC) NRPs.

(c) Comply with additional responsibilities included in DoD 4525.6-M, Volume I, Chapter 1, Item 103-7 and in DoD 4525.6-M, Volume I, Chapter 2, Item 216.4

c. Coordinating Instructions.

(1) Installations coordinate with HQ TRADOC, DCSBOS, ATTN: ATBO-B, for postal requirements.

(2) Installation postal services coordinate with RC units' postal clerks to provide updated names and addresses of activated members on locator cards to include CRC deploying NRPs.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND SIGNAL. (See basic plan).

Appendix 8 (Demobilization - Separation/Transition - Procedures)  
to ANNEX E (PERSONNEL) to TMOPES 1-97

REFERENCES:

AR 310-10, Military Orders  
AR 600-8-7, Retirement Services Program  
AR 600-8-101 Personnel Processing (In-and-Out and  
Mobilization Processing  
AR 600-8-104, Military Personnel Information  
Management/Records  
AR 623-105, Officer Evaluation Reporting System  
AR 623-205, Enlisted Evaluation Reporting System  
AR 635-10, Transition Processing  
AR 635-100, Officer Personnel  
AR 635-200, Enlisted Personnel  
AR 672-5-1, Awards and Decorations (Supplemental wartime  
awards guidance provided by HQDA as available)  
AR 680-1, Personnel Accounting and Strength Reporting

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC demobilizes Reserve Component (RC) units and individuals at the conclusion of their service in support of an operation, contingency or any level of mobilization.

3. EXECUTION.

- a. Concept of Operations.

(1) AG, DCSBOS designates one or more CONUS Replacement Centers (CRC) or installations as CONUS demobilization centers to process soldiers returning from a theater of operations as individuals for separation and transition. Replacement and demobilization operations could be taking place simultaneously based on continuing replacement commitments.

(2) Soldiers stationed in CONUS scheduled for separation and transition are out-processed at installation of assignment.

(3) RC Unit members redeploying to CONUS demobilize at the units' designated demobilization station. Normally this is

Appendix 8 (Demobilization - Separation/Transition - Procedures)  
to ANNEX E (PERSONNEL) to TMOPES 1-97

the same installation which mobilized the unit. RC units not deployed OCONUS out-process at the unit's current duty station.

(4) HQ TRADOC announces designated and appropriate Unit Identification Codes (UIC) for reassignment of individual being returned for separation.

(5) Installations designated as demobilization stations include required mission resources in mobilization plans.

(6) Installations coordinate arrival ceremonies for both units and individuals.

(7) Priority for out-processing is to soldiers serving involuntarily on active duty.

(8) Soldiers initially activated from the Individual Ready Reserve (IRR) and subsequently assigned to a unit, out-process with the unit.

b. Tasks.

(1) AG, DCSBOS.

(a) Ensure installation planning documents include requests for required and demobilization resources, and provide resources at execution.

(b) Designate individual demobilization sites when DCSBOS approves.

(2) Installations.

(a) Prepare demobilization plans and execute on order.

(b) Report demobilization resource shortfalls to HQ TRADOC, ATTN: ATCS-EOC.

c. Coordinating Instructions.

(1) AG, DCSBOS maintains continuous coordination during demobilization with DA DCSPER, PERSCOM and installations to provide prompt issue resolution, and maintains an accurate demobilization status.

(2) Installations coordinate with demobilizing units, Continental U.S. Army (CONUSA) and FORSCOM to establish unit



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to ANNEX E (PERSONNEL) to TMOPES 1-97

demobilization dates, publish accurate orders, and ensure timely demobilization.

(3) Installations coordinate receipt and delivery of Military Personnel Record Jackets (MPRJ) to correct locations for individuals who deployed or mobilized without their MPRJ.

4. ADMINISTRATION AND LOGISTICS. AG, DCSBOS provides required administrative and logistics support for demobilization operations.

5. COMMAND AND SIGNAL.

a. Installations assume command and control of units and individuals upon arrival at the installation for demobilization processing. For RC units, the installation retains command and control until arrival at their home station.

b. FORSCOM/USARC assume command and control of RC units upon arrival at their home station.

ANNEX F (PUBLIC AFFAIRS) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions.

(1) The Office of the Assistant Secretary of Defense for Public Affairs OASD(PA) will make an initial announcement to the general public at each stage of mobilization for a particular operation.

(2) There will be no significant changes to current public affairs policies and procedures.

(3) Headquarters, Department of the Army, Office of the Chief of Public Affairs (DA OCPA) will provide additional public affairs guidance as the mobilization posture changes.

(4) Headquarters, TRADOC, Office of the Chief of Public Affairs (TRADOC OCPA) will coordinate with FORSCOM and other MACOMs as required, PA guidance and responsibilities that involve mobilization and tenant units deploying to or located at a TRADOC installation.

2. MISSION. On order, Office, Chief of Public Affairs, TRADOC, implements a Total TRADOC Public Affairs program to keep Army soldiers and their families, civilian employees, and the general public informed. Emphasize the TRADOC and Army missions and the role each individual plays in mission accomplishment.

3. EXECUTION.

- a. Concept of the Operation. (See basic plan).
- b. Tasks. Installations.

(1) Review Army Mobilization and Operations Planning and Execution System (AMOPES), ANNEX F.

(2) Coordinate with public affairs staffs at adjacent military installations, especially those that are expected to support troop deployments; and with National Guard Adjutant General (TAG) and Major U.S. Army Reserve Commands MUSARC) having units mobilizing at the installation in order to clarify issues and establish cooperative and supportive working relations.

ANNEX F (PUBLIC AFFAIRS) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

(3) Conduct public affairs operations in support of mobilizations in accordance with FM 46-1 (Public Affairs Operations).

(4) Identify augmentation staffing requirements to include Mobilization Tables of Distribution and Allowances (MOBTDA) staffing for Individual Mobilization Augmentee (IMA) positions or temporary hiring of civilians as necessary.

(5) Provide Command Information materials and support to units mobilizing.

(6) Forward any news media (Non-DOD Media Pool) requests to accompany deploying units to HQ TRADOC, ATTN: ATCS-EOC. Office, Chief of Public Affairs (OCPA), TRADOC, coordinates with HQDA (SAPA), U.S. Army Forces Command (FORSCOM) or appropriate Continental U.S. Army (CONUSA) as required.

(7) Provide appropriate public affairs assistance to civilian individuals and organizations desiring to support the installation or families of deploying soldiers. Refer commercial firms desiring to provide services or products to MWR officials.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND SIGNAL.

a. Installation Public Affairs Offices (PAOs) directly supervise installation public affairs functions with policy and guidance from OCPA, TRADOC.

b. TRADOC installation PAOs remain under the command and control of the installation commander and staff supervision of the Office, Chief of Public Affairs, TRADOC. Director, Public Affairs (DPA) FORSCOM or CONUSA, as well as all other agencies, will request TRADOC installation PAO support through HQ TRADOC, ATTN: ATCS-EOC.

HARTZOG  
GEN

OFFICIAL:

BRZOZOWSKI  
Chief of Public Affairs

ANNEX I (SAFETY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

REFERENCES:

AR 385-10, The Army Safety Program  
AR 385-40, Accident Reporting and Recordkeeping

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan).

2. MISSION. Perform risk management (RM) actions to conserve total Army combat power. On order, support deploying warfighting commanders.

3. EXECUTION.

- a. Concept of Operations.

(1) General. Substantially increased threat from loss of force potential due to accidents exists during mobilization. All commanders must increase efforts to reduce accidents by using the RM process during the planning, preparation, and execution of operations, and ensure soldiers perform to established standards. Conduct installation, branch, and activity safety programs IAW AR 385-10, The Army Safety Program; AR 385-40, Accident Reporting and Recordkeeping; TRADOC Reg 385-2; and other applicable regulations and directives. Beginning with the premobilization phase, Command Safety Office provides additional safety guidance, based upon the situation.

(2) The Command Safety Office provides technical safety expertise, recommendations, guidance, and investigative support to the installations and deploying units. The safety office coordinates safety training and provides professional safety personnel focused on the issues and needs of TRADOC training bases and CONUS replacement centers. Assigned personnel will be equipped with mission oriented equipment and be responsive to the commander. Installation safety offices continue to perform missions and functions required by statute and regulation. The safety organization will have the flexibility to be configured to meet the commanders' needs.

- b. Tasks.

(1) Director, Command Safety Office:

ANNEX I (SAFETY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

(a) Advise TRADOC Commander and staff on all safety matters.

(b) Act as proponent for safety plans, policy, procedures, and standards in support of military operations, to include mobilization and demobilization.

(c) Review and make recommendations on installation and subordinate command requests for waivers of safety requirements, standards, regulations, and extremely high risk approval requests.

(d) Provide priority Army Safety Program service and assistance to installations and subordinate commands.

(e) Provide staff oversight to ensure RM is built into the mission, the military decision-making process, and troop leading procedures.

(f) Provide staff oversight of chain of command enforcement of established Army safety standards.

(2) Installations.

(a) Conduct installation, branch, and activity safety programs IAW AR 385-10, AR 385-40, and other applicable regulations and directives.

(b) Integrate risk management into mobilization plans to identify, assess, and control hazards to operations, equipment, and individuals.

(c) Provide Department of the Army civilian safety personnel training in basic combat skills if they are identified for deployment to a theater of operation.

(d) Implement the safety office portion of the installation Mobilization Table of Distribution and Allowances.

(e) Forward requests for waiver of safety requirements, standards, and regulations to HQ TRADOC, ATTN: ATCS-EOC.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND Signal. (See basic plan).

ANNEX I (SAFETY) to TRADOC Mobilization and Operations Planning  
and Execution System 1-97 (TMOPES 1-97)

HARTZOG  
GEN

OFFICIAL:

MORGAN  
Director, Command Safety Office

ANNEX K (INFORMATION MISSION AREA (IMA) SUPPORT) to TRADOC  
Mobilization and Operations Planning and Execution System 1-97  
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REFERENCES:

AR 25-1, The Army Information Resources Management Program  
AR 25-3, Army Life Cycle Management of Information Systems  
AR 25-10, Reduction and Control of Information Transfer in  
an Emergency  
AR 25-30, The Army Integrated Publishing and Printing  
Program  
AR 25-50, Preparing and Managing Correspondence  
AR 25-55, The Department of the Army Freedom of Information  
Act Program  
AR 25-400-2, The Modern Army Recordkeeping System (MARKS)  
AR 380-19, Information Systems Security  
AR 380-19-1, (CRD) Control of Compromising Emanations (U)  
DA Pamphlet 25-1, Army Information Architecture  
DA Pamphlet 25-1-1, Installation Information Services  
DA Pamphlet 25-2, Information Mission Area Planning Process  
TRADOC Reg 25-52, HQ TRADOC Emergency Operating Records

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. Information Systems resources for expanded IMA operations are limited to those available at the time of the operation or contingency execution.

2. MISSION. On order, Installation Directors of Information Management provide essential IMA capabilities to support HQDA, HQ TRADOC and TRADOC Installations during all levels of mobilization, deployment, CONUS Replacement Center (CRC) operations, training base expansion and demobilization.

3. EXECUTION.

- a. Concept of Operations.
  - (1) General. During operations the IMA may expand. TRADOC's priorities for allocating critical IMA assets are to deployment operations, mobilization of units, expanded training base operations, establishment and operation of CRCs, and accomplishing other missions as assigned.
  - (2) The IMA includes the responsibilities, activities, plans and programs associated with automation,

ANNEX K (INFORMATION MISSION AREA (IMA) SUPPORT) to TRADOC  
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telecommunications, visual information, records management, and printing and publications. TRADOC installations develop plans and procedures to expand installation IMA functions from assigned mobilization missions.

(3) Deputy Chief of Staff for Information Management (DCSIM) plans for orderly and accelerated expansion of peacetime IMA activities, as required, to support the full spectrum of mobilization. For visual information requirements, TRADOC has assigned responsibility to Commander, U. S. Army Training Support Center (ATSC).

(4) Information managers plan for IMA support IAW Commander's guidance, Army Mobilization and Operations Planning and Execution System (AMOPES), TRADOC Mobilization and Operations Planning and Execution System (TMOPES), FORSCOM Mobilization and Deployment Planning System (FORMDEPS) and regulatory guidance.

(5) IMA resources are initially provided from existing sustaining base facilities at designated mobilization stations and home stations of direct deploying units.

(6) The following IMA systems and services are available to support mobilization, deployment, sustainment, redeployment and demobilization.

- (a) Administrative telephone support.
- (b) Commercial telephone support.
- (c) Defense Switching Network (DSN) access.
- (d) Secure voice communications.
- (e) Record communications capabilities.
- (f) Common user facsimile services.
- (g) Cellular radio/telephone communications.
- (h) Army Global Command and Control System (AGCCS).
- (i) Electronic Mail services.
- (j) Defense Information Systems Network (DISN) access.
- (k) Printing and publication facilities.



ANNEX K (INFORMATION MISSION AREA (IMA) SUPPORT) to TRADOC  
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(l) Visual information equipment and facilities, as assigned by Commander, ATSC.

(m) Records management facilities.

(n) Frequency Management support.

(7) MINIMIZE is not automatic, but HQDA may impose it in response to actual traffic loading and conditions IAW AR 25-10.

(8) Communications, information systems, and operations security will be stressed at all levels of command.

b. Tasks.

(1) TRADOC staff:

(a) Advise DCSIM of expansion requirements for the IMA which impact on sustainment of existing systems and services.

(b) Ensure strict communications discipline.

(2) TRADOC installations:

(a) Incorporate prioritization schemes within installation mobilization plans to cover surge on usage of information services.

(b) Develop new requirement statements in support of mobilization or approved operations/contingencies.

(c) Ensure strict communications discipline.

c. Coordinating Instructions.

(1) All requests for out of cycle support will be in accordance with Army planning procedures and supplemental MACOM guidance.

(2) Installations and activities will report system outages and/or deficiencies impacting on operational, contingency or mobilization support in the installation daily Situation Report to HQ TRADOC, ATTN: ATCS-EOC.

4. ADMINISTRATION AND LOGISTICS. (See Basic Plan).

5. COMMAND AND SIGNAL. (See Basic Plan).

ANNEX K (INFORMATION MISSION AREA (IMA) SUPPORT) to TRADOC  
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HARTZOG  
GEN

OFFICIAL:

BUSHOVER  
Deputy Chief of Staff for Information Management

ANNEX L (OPERATIONS SECURITY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

REFERENCES:

JCS Pub 18, Policy, Concept and Standards for Operations Security.  
JCS, Operations Security Survey Planning Guide.  
AR 530-1, Operations Security.  
TRADOC Pam 525-6, Operations Security - Doctrinal Guidelines for Tactical Units and Trainers.

1. SITUATION.

a. Enemy Forces. See ANNEX B, Intelligence.

(1) Signal Intelligence (SIGINT). The SIGINT threat is present in the capability to monitor wire and radio traffic on unsecure nets. The most critical risks to the security of operational information are the commercial telephone system and voice radio telecommunications. TRADOC uses these methods of communication daily for transmitting UNCLASSIFIED information relating to military operations, plans, weaknesses, strengths, special projects, and ongoing support to all levels of mobilization.

(2) Human Intelligence (HUMINT). The HUMINT threat is present. Espionage agents develop accurate and timely data concerning forces; their location, deployment, posture, and capabilities. HUMINT threats are present in the information available from the local population.

(3) Electronic Warfare (EW). EW is a threat to operations in that two techniques can result in compromise of data. Jamming creates confusion and disorder by breaking down normal communications channels, thereby revealing alternate frequencies or forcing communications into less secure modes. Electronic deception destabilizes various electronic means of communications by altering or simulating friendly electromagnetic emissions.

(4) Imagery. The growing capability of imagery, obtained by satellites, aircraft, and other Photo Intelligence (PHOTINT) platforms, presents a substantial challenge to deny information to any potential enemy, and increase the difficulty of successful deception.

(5) Open Literature. A potential hostile enemy can exploit news media and technical publications. This threat is the most difficult to control and divulges information as to

ANNEX L (OPERATIONS SECURITY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

operations level and success of any level of mobilization. Military communications that are normally UNCLASSIFIED, such as weather and flight plan traffic, obtained by overt means, also furnish an opportunity for hostile intelligence.

b. (U) ESSENTIAL ELEMENTS OF FRIENDLY INFORMATION (EEFI). The following EEFI are applicable at all levels of command. Use the information as a guide to develop supporting EEFI plan.

SUBJECT REQUIRING PROTECTION	PROTECTION REQUIRED DURING			
	PLAN PHASE	PREP PHASE	EXEC PHASE	POST PHASE
1. Locations, defenses, and/or vulnerability of key U.S. HQ, communications centers, logistics depots, and alternate headquarters.	X	X	X	X
2. Identification, strength, and readiness of augmentation forces available for immediate deployment/employment.		X	X	
3. Capability of augmentation forces to support sustained mobilization operations.		X	X	X
4. Time to commence effective mobilization operations.		X	X	
5. Long-haul communications support which is unique to the operation.		X	X	
6. Locations, techniques, capabilities, limitations, and effectiveness of supporting SIGINT and ELINT programs.	X	X	X	X
7. Structure, location capabilities and limitations of U.S. intelligence collection resources.	X	X	X	X
8. U.S. intelligence collection requirements and PIRs.	X	X	X	X

ANNEX L (OPERATIONS SECURITY) to TRADOC Mobilization and  
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9. Effects of enemy military activities and operations on U.S. command and control systems	X	X	X	X
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SUBJECT REQUIRING PROTECTION	PROTECTION REQUIRED DURING PLAN PHASE	PREP PHASE	EXEC PHASE	POST PHASE
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and logistics.

10. Vulnerability of U.S. installations to sabotage and penetration.	X	X	X	X
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11. Vulnerability of TRADOC installations to air and missile attack.	X	X	X	X
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12. Area of primary responsibility for U.S. forces.		X	X	
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13. Evacuation of U.S. nationals and selected liens.		X	X	X
--	--	---	---	---

14. Military assistance in support of evacuation of U.S. nationals and selected aliens.		X	X	
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15. Deception objections, stories, and methods.	X	X	X	X
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16. Counterintelligence operations for identifying and neutralizing enemy espionage, sabotage, and subversive activities.	X	X	X	X
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17. All aircraft/ship operating locations.	X	X		X
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18. All aircraft operating capabilities.	X	X	X	X
--	---	---	---	---

19. Characteristics, capabilities and limitations of U.S. offensive and defensive weapons and systems.	X	X	X	X
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20. Training base expansion	X	X	X	X
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ANNEX L (OPERATIONS SECURITY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPEs 1-97)

limitations/deficiencies.

21. MOBSTA troop lists.	X	X	X	X
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SUBJECT REQUIRING PROTECTION	PROTECTION REQUIRED DURING			
	PLAN PHASE	PREP PHASE	EXEC PHASE	POST PHASE
22. POE/POD.	X	X	X	X
23. CONUS moves.	X	X	X	X
24. Consolidated unit listings	X	X	X	X

c. Friendly Forces. (See basic plan)

d. Assumptions. (See basic plan)

2. MISSION: On order, TRADOC employs operations security (OPSEC) during all phases of support to operations, contingencies and levels of mobilization, to deny potential enemies sensitive information.

### 3. EXECUTION.

#### a. General.

(1) Definition. Operations Security (OPSEC) actions protect military operations and activities from compromise by identifying and subsequently eliminating or controlling intelligence indicators susceptible to hostile exploitation. Operations encompasses all activities of Army organizations, including; mobilization, deployment, administration, personnel, intelligence, security, communications-electronics, planning, training, operating, logistics, and civil-military functions.

(2) OPSEC objective. Preserve the advantage of surprise and enhance the probability of successfully accomplishing the mission. "Security" in this context relates to protecting friendly forces from surprise attack by the enemy and using the elements of surprise against the enemy. Security includes activities that protect operational information and prevent the enemy from using successful countermeasures, organizing prior knowledge, or obtaining prior knowledge of friendly operations. OPSEC pervades the entire planning process and remains a continuing concern throughout the operations and during critiques, reports, press releases in the post-operation phase.

ANNEX L (OPERATIONS SECURITY) to TRADOC Mobilization and  
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b. Tasks. HQ TRADOC and subordinate commands and  
installations:

(1) Implement plans and procedures IAW OPSEC directives  
(JCS Pub 18, AR 530-1).

(2) Develop appropriate/applicable EEFI.

(3) Develop and implement countermeasures appropriate  
for the threat and EEFI.

(4) Brief personnel on the threat and EEFI.

(5) Task supporting physical security, signal,  
security, and counterintelligence organizations to monitor  
operations to identify OPSEC weaknesses, assess the impact that  
any security breaches could have on the execution of operations,  
assess the possible compromise of plans, and recommend corrective  
action.

(6) Brief units at the Mobilization Station (MS) about  
local threat and countermeasures upon arrival to the MS.

(7) Integrate OPSEC awareness into the training  
schedules of mobilizing and deploying units.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND SIGNAL. (See basic plan).

HARTZOG  
GEN

OFFICIAL:

BAKER  
Director, Operations

ANNEX M (MEDICAL) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPEs 1-97)

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC coordinates with U.S. Army Medical Command (MEDCOM) to provide health services and medical support to deploying and mobilizing forces IAW The Surgeon General's policy, guidance and doctrine.

3. EXECUTION.

a. Concept of Operations.

(1) Plan medical support in conjunction with ANNEX M (Medical) of the Army Mobilization and Operations Planning and Execution System (AMOPES).

(2) Installation Commanders coordinate with the Installation Director of Health Services on all matter related to installation medical services.

(3) The TRADOC Surgeon's Office provides assistance to the Emergency Operations Center (EOC) and coordinates with the various medical organizations, agencies, and staff elements concerning medical support as required.

b. Tasks.

(1) The TRADOC Surgeon:

(a) Maintain liaison with the Office of the Surgeon General, U.S. Army Medical Research and Development Command, U.S. Army Medical Command, and U.S. Army Forces Command (FORSCOM) on medical issues.

(b) Coordinate with organizations and Major Commands on medical initiatives, programs, and policies affecting TRADOC installations.

(c) Provide medical information updates to the TRADOC Commander and staff.

(d) Establish liaison with the TRADOC EOC as directed.



ANNEX M (MEDICAL) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

(2) Installations.

(a) Adhere to all provisions of the MEDCOM Mobilization Plan pertaining to installation medical support for operations, contingencies and all levels of mobilization.

(b) Develop and maintain a current estimate of Army Medical Department (AMEDD) personnel requirements by grade, specialty, and required availability date for installation training and sustaining base in support of operations, contingencies and all levels of mobilization.

(c) Develop and maintain, in coordination with FORSCOM, U.S. Army Reserve (USAR) Tables of Distribution and Allowances (TDA) Troop Program Unit (TPU) structures to provide incremental call-up of personnel for bed expansion to meet installation and mobilization station requirements.

(d) Submit specific unit requirements for CONUS-based missions directly to FORSCOM. Provide information copy to HQ TRADOC, ATTN: ATCS-EOC.

(e) Cross-level AMEDD personnel with MEDCOM approval. The Director of Health Services (DHS) and the Director of Dental Services (DDS), as special staff, provide recommendations on AMEDD cross-leveling to the installation commander.

(f) Identify AMEDD Professional Officer Filler System (PROFIS) requirements to HQ TRADOC, ATTN: ATCS-EOC.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND SIGNAL. (See basic plan).

HARTZOG  
GEN

OFFICIAL:

GIBBS  
Command Surgeon

ANNEX N (ENGINEER) to TRADOC Mobilization and Operations Planning and Execution System (TMOPES 1-97)

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan)
- c. Assumptions.

(1) Installations or portions thereof allocated to other Army commands or government agencies and subject to transfer to TRADOC control, are available for TRADOC use when needed, e.g. full mobilization.

(2) Authority and funds are available for construction required to support each level of mobilization.

(3) Additional funding for maintenance and repair to support mobilization is available.

2. MISSION. On order, TRADOC maintains and expands capability of TRADOC installations to support contingency and operational missions during all levels of mobilization.

3. EXECUTION.

- a. Concept of Operations.

(1) General. Engineer Directorate, DCSBOS, reviews the engineer portion of TRADOC installations' mobilization, operation, and contingency plans to ensure adequate mobilization and base development planning; plans military construction for mobilization and contingency requirements identified and programmed by TRADOC installations; and advises the TRADOC Commanding General and staff regarding military engineering and facilities management.

(2) Demobilization (See Appendix 1 this ANNEX).

- b. Tasks.

(1) Engineer Directorate, DCSBOS:

(a) Identify TRADOC installations' and activities' capability to provide facilities in support of all levels of mobilization using the Real Property Master Plan.

(b) Determine and validate TRADOC installations' engineer requirements for constructing additional facilities

ANNEX N (ENGINEER) to TRADOC Mobilization and Operations Planning and Execution System (TMOPEs 1-97)

and/or obtaining additional real estate to support expanded contingency or mobilization operations. Report validated requirements annually as directed by HQDA.

(c) Develop TRADOC facility requirement plans IAW appropriate HQDA directives; assure Group I construction complies with the TRADOC Mobilization Project List (MPL); and assure Military Construction, Army (MCA) real estate requirements are programmed in the TRADOC Program Objective Memorandum (POM) and in the Construction Appropriations Programming Control and Execution System (CAPCES) Multi-Year (MYPLAN) submissions.

(d) Provide facilities, real estate, and engineering services required to support missions assigned by U.S. Army Forces Command Mobilization and Deployment Planning System (FORMDEPS), TMOPEs, and other MACOM mobilization plans, including, but not limited to:

1. Deployment facilities required to support units mobilizing and deploying from TRADOC installations. This includes Power Projection Platform facilities such as air and rail transportation and operational facilities, and contingency storage.

2. Temporary use of installation dependent schools and Non-Industrial Facilities (NIF) under installation/activity control for Army Medical Department (AMEDD) use IAW the U.S. Army Medical Command Mobilization Plan (MEDCOM-MP).

3. Alternate school facilities for dependent children in the event AMEDD or other installation activity requires use of installation dependent schools.

4. Efficient storage space to protect Prepositioned War Reserve Material Stocks for Medical Facilities (PWRMSMF) authorized for stockage at installation/activity level IAW AR 40-61 and the HSC-MP.

(e) Upon mobilization, or when otherwise directed:

1 Suspend all TRADOC facility disposal actions. Reevaluate the disposal requirements for each facility. If the installation still recommends disposal, forward the request as prescribed by AR 405-90.

2 Review approved and funded TRADOC construction programs through the Mobilization Construction Program (MOBPRO) to prioritize TRADOC MPL projects to meet current HQDA mobilization

ANNEX N (ENGINEER) to TRADOC Mobilization and Operations Planning and Execution System (TMOPES 1-97)

mission and resource planning guidance. Forward results of review and recommendations for deferring, suspending, or canceling projects to HQDA, ATTN: DAEN-ZC.

3 For actions previously submitted to HQDA, update recommendations for TRADOC installation real estate and facilities (both military and civilian) activation, expansion, construction and acquisition not later than seven (7) days after directed.

4 Assist with activation of installations as directed by HQDA.

5 Maximize use of space by consolidation of activities, utilization of inspections to comply with reduced space allowance and other emergency procedures, and assignment of all TRADOC controlled or leased space before acquisition of additional space.

6 Execute Mobilization Components (MC) of the Real Property Master Plan (RPMP) IAW AR 210-20 and TB ENG 353.

(f) Coordinate the requirements for TRADOC facilities (e.g. medical, communications, intelligence, logistics, transportation, etc.) with TRADOC installations and appropriate MACOM concerned.

(2) Installations:

(a) Prepare a detailed facilities mobilization support plan IAW this ANNEX, FORMDEPS, and the MEDCOM-MP. Project installation missions and the support required by those missions. Projected equipment and personnel mobilization loads provide an estimate of the repair, rehabilitation, construction and associated costs required to accommodate the predetermined load. Review and update estimates annually.

(b) Prepare a Mobilization Component (MC) of the Real Property Master Plan (RPMP) to determine facilities required to support projected personnel and equipment loads during each level of mobilization.

(c) Develop a Mobilization Project List (MPL) to identify facility requirements to support all levels of mobilization. Program these requirements in the yearly installation MCA program submission.

ANNEX N (ENGINEER) to TRADOC Mobilization and Operations Planning and Execution System (TMOPES 1-97)

(d) Make maximum use of NIF. Submit applications through HQ TRADOC, ATTN: ATBO-GPL to FORSCOM, which serves as the Assistant Regional Liaison Representative (ARLR) for predesignation IAW AR 500-10.

(e) Temporary World War II wood facilities are not retained solely for mobilization use.

(f) Deploying units vacate all barracks, administrative and related facilities to provide space for mobilizing soldiers and/or units.

(g) Suspend demolition. If demolition still recommended receive approval from TRADOC.

c. Coordinating Instructions.

(1) Engineer Directorate, DCSBOS, coordinates with Office, Chief of Engineers, and engineers at other MACOMs and TRADOC installations.

(2) The Installation Mobilization Plan and the MC of the RPMP identify land requirements for expansion of existing installations and requirements for maneuver rights on Federal (or other non-DoD agency) property. Installations coordinate these requirements with the appropriate U.S. Army Engineer District to make sure they are executable upon mobilization.

(3) Construction.

(a) Installations classify and group construction required to support mobilization plans according to the following criteria.

1 GROUP I. Includes projects designed and constructed prior to mobilization and for both regular MCA Program (MACOM Five Year Plan (FYP) or Long Range Plan (LRP)) and the MPL. Power Projection Platform projects are an example. These projects must meet both peacetime and mobilization criteria for need. If constructed prior to M-Day, Group I projects comply with peacetime construction procedures. If constructed after M-Day, construction complies with mobilization criteria.

2 GROUP II. Includes projects designed IAW with mobilization sustainment requirements and criteria before mobilization. The installation constructs these projects after mobilization (unless earlier construction is permitted by congressional authority) and lists them in the MPL. When these

ANNEX N (ENGINEER) to TRADOC Mobilization and Operations Planning and Execution System (TMOPES 1-97)

facilities are not available in time to meet Required Occupancy Dates (RODs), the installation programs alternate means of providing the requirement for the short term.

3 GROUP III. Includes projects designed and constructed after mobilization. Installations plan these projects prior to mobilization, construct them IAW mobilization criteria and list them in the MPL.

(b) Installations program Group I construction requirements and Group II design requirements, within the priorities established by HQ TRADOC, in annual MYPLAN submissions. Engineer Directorate, DCSBOS, maintains a priority peacetime construction listing for use when mobilization occurs prior to peacetime construction of approved Group I projects and design of Group II projects. The TRADOC MPL includes all mobilization project requirements (Groups I, II and III).

4. ADMINISTRATION AND LOGISTICS.

a. Concept of Support.

(1) Installation expansion complies with an approved installation MC of the RPMP. This plan includes specific accommodations for the expected population surge during each level of mobilization. These accommodations include Non-Industrial Facilities (NIF), tentage, and DA approved expedient construction, and construction using M-Drawing designs for follow-on sustainment requirements.

(2) Appendix M, Architectural and Engineering Instructions Design Criteria (AEI), as supplemented by the Office of the Chief of Engineers (OCE), contains the standards for CONUS space use criteria. "M-Drawings" govern construction of facilities where designs are available and appropriate; or theater of operations type construction (AR 415-16) using standards and criteria established in TM 5-301, 5-302, and 5-303 are used. When neither of the above provides adequate facilities, installations can substitute local designs. Report all local designs to the U.S. Army Corps of Engineers (USACE).

(3) Innovative or expedient construction, such as Rapidly Erectable Light Mobilization Structures (RELMS), satisfies facility requirements not solved by premobilization construction and too immediate to allow normal construction. Installation commanders use NIF and RELMS in lieu of mothballed temporary facilities for mobilization.

ANNEX N (ENGINEER) to TRADOC Mobilization and Operations Planning and Execution System (TMOPES 1-97)

(4) Unaccompanied Enlisted Personnel Housing (UEPH). Recreptees, trainees, patients, and Officer Candidate School (OCS) students require 72 SF/PN of net floor space. All other enlisted require 54 SF/PN. During peak periods of mobilization, the installation commander, with the concurrence of the installation senior medical officer, for a specified period of time, may authorize enlisted soldiers housing at the rate of 54 SF/PN for recreptees, trainees, and OCS students and 40 SF/PN for all other enlisted. In no instance are patients provided less than 72 SF/PN. After initial Crisis Response deployments, house four enlisted soldiers in a 220 SF and two to a 110 SF room.

(5) Officers require 100 SF/PN of net floor space for company grade and 200 SF/PN for field grade. In no instance are officers provided less than 100 SF/PN.

b. Installations develop Unaccompanied Personnel Housing (UPH) furnishings plans to meet known mobilization planning strength increases. These plans include a list of essential items required and nomenclature, quantity required and estimated cost in current dollars. Installations may stockpile UPH furnishings to meet mobilization requests IAW DA Pam 210-7. Installations use the following interim mobilization CTA allowances in determining furnishings requirements:

Bed	1 ea individual
Blanket, wool	2 ea individual
Mattress	1 ea individual
Pad, mattress	2 ea individual
Pillow, bed	1 ea individual
Pillowcase, ctn/poly	2 ea individual
Sheet, bet, ctn/poly	4 ea individual
Locker	1 ea individual

5. COMMAND AND SIGNAL. (See basic plan)

HARTZOG  
GEN

OFFICIAL:

MASON  
Director, Engineering Directorate, DCSBOS

APPENDIXES: A - Demobilization

Appendix 1 (Demobilization) to ANNEX N (ENGINEER) to TMOPES 1-97

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan and paragraph 1.c. of this ANNEX).

2. MISSION. On order, TRADOC supports the transition of designated Army forces from active duty to reserve component status at designated demobilization stations.

3. EXECUTION.

a. Concept of Operations. (See paragraph 3.a. of this ANNEX)

b. Tasks.

(1) Engineer Directorate, DCSBOS.

(a) Provide advice, support, and coordination to installations during demobilization on engineer matters. Support other MACOMs, HQDA, DoD and Non-DoD agencies as appropriate.

(b) In coordination with other MACOMs, prepare for the release of acquired real estate and cessation of planned sustainment construction.

(c) In coordination with HQ TRADOC Staff, ARSTAFF and Army Secretariat and as directed, resume previously approved and funded military construction programs within the constraints of existing legislation and military regulations. This includes all construction programs deferred, suspended or canceled during mobilization.

(d) Monitor demobilization infrastructure and utilities systems for reception of redeploying personnel and equipment on TRADOC installations.

(2) Installations.

(a) Continue assigning facilities at mobilization standards until otherwise directed.

(b) On order, resume demolition activities suspended during mobilization.



Appendix 1 (Demobilization) to ANNEX N (ENGINEER) to TMOPES 1-97

c. Coordination Instruction. (See paragraph 3.c. of this ANNEX).

4. ADMINISTRATION AND LOGISTICS. Concept of Support. (See paragraph 4 of this ANNEX).

5. COMMAND AND SIGNAL. (See basic plan)

ANNEX O (RESOURCE MANAGEMENT) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPEs 1-97)

#### REFERENCES:

DOD Financial Management Regulation (DODFMR) Vols. 1-15  
Joint Federal Travel Regulation (JFTR)  
Joint Travel Regulation (JTR)  
Defense Finance and Accounting Service (DFAS) Reg. 37-1  
(Finance and Accounting Policy Implementation)  
FM 14-100 (Financial Management Operations)  
DFAS-Army MOU (Mobilization/Demobilization Pay Support)  
dated 16 May 97  
TRADOC Resource Factor Handbook

#### 1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan and ANNEX O (Comptroller) to AMOPES).

(1) National economies continue to exist. Requirements for financial management of national and personal assets exist, payrolls are paid, contractors are paid, and budgets exist. Congressional legislation may modify but not suspend financial management and accountability responsibilities.

(2) When normal communication channels and computer networks become unavailable to support Army financial management systems, comptroller missions continue with reversion to manual processing procedures.

2. MISSION. On order, TRADOC manages resources and provides finance, accounting, and resource management policy guidance in support of operations and contingencies during all levels of mobilization.

#### 3. EXECUTION.

##### a. Concept of Operation

(1) Deputy Chief of Staff for Resource Management (DCSRM) will serve as TRADOC's liaison/interface with the Assistant Secretary of the Army (Financial Management and Comptroller) and DFAS to ensure that all financial management operations related to mobilization within TRADOC are successfully accomplished.

ANNEX O (RESOURCE MANAGEMENT) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

(2) Finance and accounting operations will be performed by several DFAS organizations, augmented as necessary by trained Army manpower. Defense Military Pay Offices (DMPOs) at each installation will provide Military Pay, PCS Travel, and limited disbursing support to all soldiers and civilians mobilized at that station. Each installation's supporting DFAS Operating Location will provide accounting, commercial vendor pay, and civilian pay support. DFAS-IN Directorate of Network Operations (DNO) provides centralized TDY travel and centralized disbursing.

(3) DFAS will provide standard finance system software packages, DOD finance and accounting policies, and supervision of all personnel performing the finance mission on TRADOC installations.

(4) Resource management will be performed by each installation's Director of Resource Management.

(5) Mobilized RC soldiers (except AGR) will be paid by Defense Joint Military Pay System-RC (DJMS-RC).

(6) AC and mobilized AGR soldiers will be paid by Defense Joint Military Pay System-AC (DJMS-AC).

(7) Budget policies - Appendix 1

(8) Mobilization Tables of Distribution and Allowances (MOBTDA) - Appendix 2

b. Tasks. DCSR:

(1) Develop and provide uniform TRADOC resource management policy and guidance to subordinate commands and activities during operations, contingencies, and all levels of mobilization.

(2) Develop guidance for preservation and recovery of TRADOC resources during operations, contingencies and all levels of mobilization.

(3) Provide installation finance organizations and DRMs assistance and guidance concerning finance support to deploying and mobilizing units and soldiers.

(4) Fund personnel, travel, and per diem costs for additional augmentation personnel required to execute mobilization and demobilization surge requirements.

ANNEX O (RESOURCE MANAGEMENT) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

(5) Ensure TRADOC installations' procedures support RC unit and individual soldier financial readiness processing.

(6) Respond to finance, accounting, and resource management inquiries from installations, other MACOMs, DA, and DFAS.

(7) Provide TRADOC policy guidance and procedures to subordinate elements regarding military pay, civilian pay, commercial vendor pay, and TDY entitlements, in support of operations, contingencies, and all levels of mobilization.

c. Coordinating instructions. Installations and activities refer resource management, and finance and accounting policy issues to DCSRM through HQ TRADOC, ATTN: ATCS-EOC.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND SIGNAL. (See basic plan).

HARTZOG  
GEN

OFFICIAL:

HENNESSEE  
Director, Resource Management Directorate

Appendixes:

1. Budget Policies
2. MOBTDA

Appendix 1 (Planning Guidance) to ANNEX O (RESOURCE MANAGEMENT)  
to TMOPEs 1-97

REFERENCES:

AR 37-1, Army Accounting and Fund Control  
TRADOC Regulation 11-3, Current Year Program Execution

1. SITUATION

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan, basic ANNEX, and ANNEX O (Comptroller) AMOPES).

2. MISSION. On order, TRADOC manages all assigned resources to accomplish TRADOC missions.

3. EXECUTION. Concept of Operations.

a. This appendix provides general planning guidance for continuation of present comptroller operations and incurring obligations in excess of available funds to support operations, contingencies, and all levels of mobilization.

b. Installations, activities, and program directors should anticipate no change to currently established budget procedures published annually. Installations, activities, and program directors can anticipate special reporting requirements to submit off-line budget information identifying resources required to support the force during operations, contingencies, and all levels of mobilization.

c. Budget execution and funding.

(1) Until advised otherwise, present processes, procedures, and reports continue in force.

(2) Department of the Army provides funds to meet all obligations incurred during operational support. However, these funds may not be available at the time of the operation.

(3) Use available funds for basic mission requirements to meet the cost of obligations incurred in support of an operation or level of mobilization. When local funds are not available to accomplish operational support, TRADOC commanders provide HQ TRADOC, ATTN: ATCS-EOC, with funding request as outlined in TRADOC Regulation 11-3, Current Year Program Execution, by the fastest means available.

Appendix 1 (Planning Guidance) to ANNEX O (RESOURCE MANAGEMENT)  
to TMOPEs 1-97

(4) When installations cannot contact HQ TRADOC, commanders have statutory authority (Revised Statute 3732) to incur obligations in excess of available funds in procuring or furnishing clothing, subsistence, forage, fuel, quarters, transportation, medical and hospital supplies not to exceed the necessities of the current fiscal year. The fiscal year limitation should not prohibit the procurement or distribution of essential supplies and/or services. This guidance applies when the action requires a lead time or when the remaining period of the fiscal year is too short to permit reaction to a continuing operation.

(5) Use of excess obligation. Obligations incurred under Revised Statutes 3732 are for the emergency for which the authority is used. Installations use the authority of Revised Statutes 3732 only in emergencies. Even then, the authority only applies when commanders cannot postpone such action long enough to obtain sufficient funds through the fastest means of written communication available to cover the procurement of authorized items.

(a) It is not practicable to list the conditions and circumstances which conceivably could constitute an emergency. Commanders invoke the authority of Revised Statutes 3732 given the facts available at the time.

(b) Over obligation of an appropriation or fund subject to apportionment must occur during the emergency. Over obligation cannot exceed the requirements for the emergency and current fiscal year to prevent a violation of Revised Statutes 1517A (Prohibit Over Obligations and Expenditures).

(c) During, or at the close, of the emergency requiring over obligation, the responsible commander certifies in writing that an emergency exists or existed within the spirit of Revised Statutes 3732. Commanders certify the amount of the over obligation and forward the certification to HQ TRADOC, ATTN: ATCS-EOC. The certification includes the available supporting records for the funds involved.

(6) Cost records and reports.

(a) Administration of funds used under Revised Statutes 3732 complies with the procedures established for other appropriated funds as available personnel and facilities permit. The financial reports at the conclusion of the emergency clearly indicate:

Appendix 1 (Planning Guidance) to ANNEX O (RESOURCE MANAGEMENT)  
to TMOPEs 1-97

1 The over obligation occurred under the provisions of Revised Statutes 3732 and AR 37-1.

2 The organization where the deficiency occurred.

3 The fund subdivision (appropriation) involved.

4 Amount of deficiency.

5 Type of necessities causing the deficiency.

6 Whether or not the deficiency was covered prior to the end of the reporting period.

(b) The responsible individual reports the over obligation to HQ TRADOC, ATTN: ATCS-EOC, by the fastest means of communication at the earliest opportunity.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND SIGNAL. (See basic plan).

Tab A (Cost Estimating) to Appendix 1 (Budget Policies) to ANNEX  
O (RESOURCE MANAGEMENT) to TMOPEs 1-97

COST ESTIMATING. During an emergency military operation, HQDA may request MACOMs identify additional funding requirements resulting from the emergency. Although the preferred method of collecting additional costs is to order the installations and activities involved with the emergency to identify costs, time may not permit such an approach. Should time constraints prevent querying installations and activities, the following methodology is used. Installations use this method only when other more reliable estimating techniques are not practical. Para V, below, lists the shortcomings of this method.

1. Mission Resources.

a. Non-personnel cost - load changes.

(1) Determine amount of load change. Use load appropriate for the emergency, such as the Mobilization Army Program for Individual Training (MOB ARPRINT), and subtract from this figure the funded load for the corresponding FY.

(2) Multiply the load change amount by the variable portion of the composite Cost Estimating Relationship (CER) from the TRADOC Resource Factor Handbook (RFH) for the applicable type of training. If the type of training is not identified, use the composite for Basic Training (BT), One Station Unit Training (OSUT), or General Skills Training that best represents this particular situation.

(3) If the CER is not in the FY dollars which you need, multiply by an inflation factor to convert to the appropriate year. Inflation factors are available from Planning, Analysis and Evaluation Directorate (PA&E), DCSRM.

EXAMPLE:

	MOB ARPRINT - FUNDED LOAD = LOAD CHANGE				
	LOAD CHANGE X CER = \$ Requirement				
	MOB ARPRINT - FUNDED LOAD = CHANGE X CER FY\$ = FY\$ RQMT				
Total Load	400,000	-	200,000	=	200,000
BT	100,000	-	50,000	=	50,000 x 245 = 12,250,000
OSUT	200,000	-	100,000	=	100,000 x 564 = 56,400,000
AIT	100,000	-	50,000	=	50,000 x 327 = 16,350,000
					85,000,000

b. Personnel cost.

(1) Establish incremental civilian manpower requirements for mission accounts by:



Tab A (Cost Estimating) to Appendix 1 (Budget Policies) to ANNEX  
O (RESOURCE MANAGEMENT) to TMOPEs 1-97

(a) Obtain from Manpower and Force Analysis Directorate  
(MFAD), DCSRM, or,

(b) Obtain from the installation MOBTDA, or,

(c) Multiplying the workload change by the variable  
portion of appropriate Manpower Estimating Relationship (MER)  
from TRADOC RFH by the percentage of civilian employees.

(2) Obtain the average civilian salary from the TRADOC  
RFH.

(3) Multiply the incremental manpower requirement by the  
current year average civilian salary.

(4) If average salary is not in correct year dollars,  
multiply it by the inflation factor to convert it to appropriate  
year dollars.

(5) If the personnel requirement is for less than an  
entire fiscal year, multiply the salary requirement by the  
applicable factor for the remaining portion of the year. For  
example, February through September equals eight months remaining  
and a factor of 8/12 or .667.

EXAMPLE:

AMS 814731	
Increased Civilian Requirements (from MOBTDA)	15,000
Average Civilian Salary	<u>X 22,444</u>
Civilian Pay in FY\$	336,660,000
Inflation Factor	<u>X 1.xxx</u>
Civilian Pay in XX\$	xxx,xxx,xxx
Part Year Factor	<u>X .xxx</u>
Civilian Pay Req	xxx,xxx,xxx

2. Base Operations Support.

a. Non-personnel cost.

(1) Adjust workload change amount in 1.a., above, to  
delete the portion for training on non-TRADOC installations.

(2) Establish incremental military manpower requirement  
for mission accounts by:

(a) Obtaining from MFAD, DCSRM, or

(b) Get from installation MOBTDA, or

Tab A (Cost Estimating) to Appendix 1 (Budget Policies) to ANNEX  
O (RESOURCE MANAGEMENT) to TMOPEs 1-97

(c) Multiplying the workload change from 1.a.(1), above, by the variable portion of the appropriate mission MER from the TRADOC RFH by the percentage of military personnel.

(3) Subtract non-TRADOC Installation military requirements from total incremental military manpower requirements.

(4) Increased load and mission military man-years (MMY) will increase Base Operations (BASOPS) manpower requirements, some of which will be military personnel. These BASOPS MMY will also require non-personnel support calculated with the CER. Adjust MMY total of load and mission to include BASOPS MMY using methodology outlined in TRADOC RFH.

(5) Multiply by an inflation factor if this is not in the appropriate year dollars.

EXAMPLE:

Workload Change (Student load)	200,000
Non-TRADOC Installation load	<u>-85,000</u>
TRADOC Workload Change	115,000
Incremental Military Rqmts (from MOBTDA)	<u>+8,000</u>
Total Military Manyear Rqmts	123,000
BASOPS CER FY\$	<u>x 1,943</u>
BASOPS Non-personnel	\$238,989,000
Inflation factor	<u>x 1.xxx</u>
Base Ops Spt in FY XX \$	xxx,xxx,xxx

b. Personnel cost. Use BASOPS MER factors and workload per para 2.a.(4).

### 3. Reception Station.

#### a. Non-personnel cost.

(1) Equipment - Use \$90,000 per new reception station.

(2) Operations

(a) Determine increased number of receptees; multiply by \$46.00 per receptee.

(b) Use \$55,000 for each new reception station.

#### b. Personnel cost.

(1) Establish incremental civilian manpower requirements for reception station by:

Tab A (Cost Estimating) to Appendix 1 (Budget Policies) to ANNEX  
O (RESOURCE MANAGEMENT) to TMOPEs 1-97

(a) Obtaining them from Manpower and Force Analysis  
Directorate (MFAD), DCSRM, or,

(b) Getting them from the installation MOBTDA.

(2) Follow steps 2-5 of 1.b., above.

#### 4. Other Factors to Consider.

a. Printing. Use \$60.00 per load change developed in para  
1.a. (1), above. EXAMPLE:  $\$60.00 \times 200,000 = \$12,000,000$

b. New companies.

(1) Obtain number of new companies from MFAD, DCSRM.

(2) Multiply by \$120,000 per new company. EXAMPLE: 100  
new companies  $\times \$120,000 = \$12,000,000$

c. Bachelor housing furnishings.

(1) Obtain breakout by enlisted and officer of military  
increase in para 2.a.(2), above.

(2) Multiply number of enlisted soldiers by \$600.00 and  
number of officers by 2,900.00.

d. PCS costs for civilian personnel.

(1) Use guidance in TRADOC RFH or,

(2) Assume 2/3 of civilians are married and home owners.  
Multiply by PCS factor of \$63,000 per civilian and,

(3) Assume 1/3 of civilians are single and not home  
owners. Multiply by PCS factor of \$12,000 per civilian.

##### EXAMPLE:

Civilian increase	15,000
2/3 married home owner	10,000
Home owner factor	<u>x 63,000</u>
PCS cost for married	630,000,000

1/3 single non-home owners	5,000
Non-home owner factor	<u>x 12,000</u>
PCS costs for single	60,000,000
Total PCS costs	690,000,000

Tab A (Cost Estimating) to Appendix 1 (Budget Policies) to ANNEX  
O (RESOURCE MANAGEMENT) to TMOPEs 1-97

e. BA 42, Second Destination Transportation. Obtain dollar amount of current program and multiply by factor of 3.

f. BA 32, Maintenance. Obtain dollar amount of current program and multiply by factor of 2.

5. Problems with Above Methodology.

a. Develop CER and MER with historical workloads. If workloads exceeding the range are used in these equations, the resource estimates may not be valid.

b. Take care converting all dollars to the same fiscal year.

6. Recap.

a. Mission.

(1) Non-personnel cost

(2) Personnel cost

b. Base operations support.

(1) Non-personnel cost

(2) Personnel cost

c. Reception stations.

(1) Non-personnel cost

(2) Personnel cost

d. Other requirements.

(1) Printing

(2) New companies

(3) Bachelor housing furnishings

(4) PCS costs

(5) BA 42

(6) BA 32

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan, basic ANNEX, and ANNEX O (Comptroller), AMOPES).

2. MISSION. TRADOC identifies and documents TRADOC mobilization phased requirements in appropriate TRADOC activity MOBTDA's.

3. EXECUTION.

a. Concept of operations. To accomplish operational, contingency or mobilization support missions, TRADOC activities either expand, drawdown, continue with current mission at the same manning and equipment levels, or close down because they have no mission. USAR Divisions (IT), separate training brigades, garrison augmentation units, reception battalions, etc., combine with TRADOC activities to accomplish their respective mobilization missions. In some instances, other Reserve Component (RC) and Active Component (AC) support units support TRADOC installations and activities during mobilization. FORSCOM Mobilization Planning and Execution System (MPES), located on the Global Command and Control System (GCCS), identifies these units.

b. Tasks. TRADOC activities with mobilization missions prepare a MOBTDA. Properly code MOBTDA to reflect additional manpower required for Presidential Selected Reserve Call-up (PSRC) and Partial Mobilization IAW AMOPES guidance. There is a potential requirement for MOBTDA's reflecting Full Mobilization.

c. Activation of MOBTDA's.

(1) Upon declaration of PSRC or Partial Mobilization, units, commands, or agencies will review their capability to perform missions and functions to support the mobilization process with existing structure. Requests for implementation of MOBTDA's or augmentation packages of portions of the MOBTDA will be submitted, with full justification, through command channels to HQDA, DAMO-ODM-CAT. The request must have the concurrence of the first General Officer in the chain of command.

(2) All personnel requests will be considered within the limitations of call-up authority that has been implemented by the National Command Authority (NCA).

(3) HQDA, DAMO-ODM, will notify the requesting agency of approval status of the request.

(4) MOBTDA for Full Mobilization (if required), may be implemented upon presidential or congressional declaration of Full Mobilization.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND SIGNAL. (See basic plan).

ANNEX P (CHAPLAIN) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

REFERENCES:

Army Mobilization and Operations Planning and Execution System (AMOPES), ANNEX P  
AR 165-1, Chaplain Activities in the United States Army  
FM 16-1, Religious Support Activities: The Chaplain and Chaplain Assistant

1. SITUATION.

a. Enemy Forces. ANNEX B, Intelligence.

b. Friendly Forces. (See basic plan). Chief of Chaplains manages chaplain personnel through his functional counterparts at Major Army Command (MACOM), Continental U.S. Army (CONUSA), State Area Command (STARC), Major U.S. Army Reserve Command (MUSARC) and mobilization stations.

(1) Chief of Chaplains activates and assigns volunteer Reserve Component (RC) and retired chaplains and chaplain assistants through DA DCSPER.

(2) The Total Army Personnel Command (PERSCOM) manages active duty chaplain assistants and RC chaplain assistants involuntarily ordered to active duty .

c. Assumptions. (See basic plan)

2. MISSION. On order, TRADOC provides religious support to mobilizing and deploying units, individual soldiers and the expanding training base; deploys and sustains trained and equipped Unit Ministry Teams (UMTs) in support of operations, contingencies and all levels of mobilization; maintains religious and pastoral support to the TRADOC Community.

3. EXECUTION.

a. Concept of Operations.

(1) Doctrine dictates that a UMT is the basic organization for religious support. At least one chaplain and one chaplain assistant make up a UMT. UMT members must train, mobilize, deploy, redeploy and demobilize together to be the most effective to a unit.

(2) Premobilization planning is essential at all levels of the Chaplains Corp. Each installation mobilization plan utilizes existing assets during mobilization. The plan provides

ANNEX P (CHAPLAIN) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

religious coverage to mobilizing and deploying units and individual soldiers, in the training base, and family members remaining on or adjacent to installations.

(3) Chaplains give special emphasis to a ministry which recognizes the tensions of a mobilizing community and the dignity of the individual, offers the opportunity for each soldier to worship, and responds to the needs of families left behind and displaced by deployment of their spouses (See Appendix 1).

(4) Installations provide required data daily as part of the installation situation report to HQ TRADOC, ATTN: ATCS-EOC (See Appendix 5).

b. Tasks.

(1) TRADOC Chaplain.

(a) Provide a representative to the TRADOC Emergency Operation Center (EOC) when directed.

(b) Review essential documents (AMOPES, FORSCOM Mobilization and Deployment Planning System (FORMDEPS) and TMOPES).

(c) Maintain liaison with Army Chief of Chaplains (DACH), FORSCOM, TRADOC installations, USAR Training Divisions and other units, U.S. Army Chaplain Center and School (USACHCS), and U.S. Army Reserve Personnel Center (ARPERCEN).

(d) Maintain emergency contact procedures for assigned Individual Mobilization Augmentees (IMA) to include home address, business address, and telephone numbers, and prepare to integrate them into the section.

(e) Monitor the implementation of Chaplain Family Life Support Plans on TRADOC Installations (See Appendix 1).

(f) Collect data daily from TRADOC Installations and transmit to Chief of Chaplains (See Appendix 5).

(g) Eliminate nonessential functions and adjust priorities as required.

(h) Ensure that CONUS Replacement Centers (CRCs) are adequately staffed with trained chaplains and chaplain assistants.



ANNEX P (CHAPLAIN) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

(i) Prioritize requests for involuntary call-up of IMAs and submit to DACH-PER.

(j) Establish baseline chaplain manpower requirements in each stage of mobilization for MOBTDA, Casualty Area Commands (CACs) (Appendix 2), and CRCs (Appendix 3), within HQ TRADOC and its installations.

(k) Monitor the effects of cross-leveling TRADOC chaplain and chaplain assistant (71M) soldier strength, and prepare to counter the results of any shortfall.

(l) Train and provide orientation for IMAs for the Mobilization Training Expansion Division, Office of the TRADOC Chaplain.

(m) Coordinate staffing requirements for Casualty Area Commands (CACs) with DACH, ARPERCEN, MACOM, CONUSA, STARC and MUSARC chaplains.

(n) Notify assigned IMA soldiers to report for active duty if no general announcement is made.

(o) Coordinate personnel assignments with DACH and installations.

(p) Coordinates, deploys and monitors training base expansion teams.

(q) Monitors and coordinates with Casualty Area Command (CAC) for chaplain support.

(r) Monitor training of chaplain soldiers and UMTs designated for deployment.

(s) Monitor religious supplies available at TRADOC installation for issue to deploying units.

(t) Manage TRADOC chaplain soldiers and religious financial resources available for the continuing mission of TRADOC installations.

(u) Monitor mobilization at USACHCS.

(v) Implement Chaplain Crisis Response Teams Action Plan to assist installations in meeting chaplain counseling and support services for casualties and their families (Appendix 4).

ANNEX P (CHAPLAIN) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

(w) Provide unit ministry teams to assist TRADOC installations in establishing and/or expanding training centers.

(x) Monitor activation of chaplain soldiers in USAR training divisions and other RC units that come under the command and control of TRADOC during contingencies, operations and all levels of mobilization.

(y) Monitor trends and problems associated with conscientious objectors.

(z) Identify religious support problems which emerge from the expanded training base and communicate them to the Commanding General with recommended solutions.

(aa) Manage personnel, denominational balance, appropriated funds, logistics, non-appropriated funds and facilities at installations and training centers.

(2) Installations. (See Appendixes 1-5 this annex)

(a) Installation chaplains, assisted by the installation mobilization planner, justify and submit requirements to installation mobilization proponents so that proponents can include sufficient UMTs for missions in the Mobilization Tables of Distribution and Allowances (MOBTDA). The UMT installation mobilization planner considers the UMTs mission to Casualty Area Commands (Appendix 2), CRCs (Appendix 3), and Chaplain Crisis Response Teams (Appendix 4), in developing MOBTDA. Also anticipate shortfalls and backfill requirements.

(b) Installation chaplains coordinate mobilization plans with respective Continental U.S. Army (CONUSA), U.S. Army Forces Command (FORSCOM), and the TRADOC Chaplain Office.

(c) Mobilization Station chaplains, in conjunction with installation personnel managers, cross-level deployable chaplains on active duty to fill deploying units. Active component, Army National Guard (ARNG), U.S. Army Reserve (USAR) Troop Program Unit (TPU), Individual Ready Reserve (IRR), and Individual Mobilization Augmentee (IMA) chaplains are deployable assets at the mobilization station. When directed by Chief of Chaplains and approved by DA DCSPER, installations may deploy volunteer retired chaplains and chaplain assistants.

(d) Mobilization Station chaplains receive, orient, assign and/or reassign chaplains for the best possible faith mix using the following priorities: (1) deploying units, (2) training

ANNEX P (CHAPLAIN) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

centers, and (3) installations with large concentrations of family members. Take care to maintain unit integrity whenever possible; however, needs of the service and faith mix requirements take precedence over unit integrity. Faith mix guidance recommends one Jewish chaplain and four Catholic chaplains per division with Protestant chaplains assigned to remaining spaces. Assign one Catholic chaplain to separate brigades, give the remaining spaces to Protestant chaplains.

(e) Document contingency, operations, all levels of mobilization, and demobilization missions in installation Tables of Distribution and Allowances (TDA) and Mobilization Tables of Distribution and Allowances (MOBTDA).

(f) Submit personnel requirements for both voluntary and involuntary call-up of Individual Mobilization Augmentees (IMAs), Individual Ready Reserve (IRR) and retired personnel to HQ TRADOC, ATTN: ATCS-EOC.

(g) Brief deploying units and individual soldiers on cultural and religious aspects of the theater of operation.

(h) Support demobilization missions with chaplains and chaplain assistants to provide counseling and ministry.

(i) Maintain and update UMT Mobilization Plans.

(j) Evaluate Base Operations Support Mission and contingency mission against their TDA and TOE.

(k) Cross-level personnel between units, provided such actions do not degrade any MTOE unit below C-3 for personnel. Inform HQ TRADOC, ATTN: ATCS-EOC, of all cross-leveling actions completed.

c. Coordinating Instructions. Chaplains must complete branch qualification (Complete Chaplain Officer Basic Course) before deploying.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND SIGNAL. (Also see basic plan) Chief of Chaplains designates the Mobilization Station chaplain and supervisory chaplain.

HARTZOG  
GEN

ANNEX P (CHAPLAIN) to TRADOC Mobilization and Operations Planning  
and Execution System 1-97 (TMOPES 1-97)

OFFICIAL:

SYDNOR  
TRADOC Chaplain

Appendixes:

- 1 - Chaplain Family Life Support Plan
- 2 - Chaplain Requirements for Casualty Area Command
- 3 - Chaplain Requirements for CONUS Replacement Centers
- 4 - Chaplain Crisis Response Team and Mass Casualty Plan
- 5 - Daily Chaplain and Chaplain Assistant Report

Appendix 1 (Chaplain Family Life Support Plan) to ANNEX P  
(CHAPLAIN) to TMOPEs 1-97

1. Installation Responsibilities.

a. Prior to mobilization, the installation Family Life Chaplain coordinates with the installation chaplain to identify and train Individual Mobilization Augmentee (IMA) chaplain and chaplain assistants assigned to the installation Mobilization Table of Distribution and Allowances (MOBTDA).

b. Upon mobilization, the installation Family Life Center Chaplain operates the Family Life Center (FLC) in conjunction with the Installation Command Chaplain's Office.

c. Installation chaplains do not normally cross level chaplains and chaplain assistants within the Family Life Center (FLC). If a chaplain or chaplain assistant deploys, installations request an IMA or Individual Ready Reserve (IRR) replacement. Send requests to HQ TRADOC, ATTN: ATCS-EOC.

2. Programs sponsored by the Installation Chaplain to support the Family Life Program include, but are not limited to:

a. A Helping Hand Account to aid families needing financial assistance.

b. Briefings to area civilian clergy.

c. A newsletter to provide information and answer questions for families whose spouses and family members are mobilized and/or deployed.

d. Shipment of comfort packs to deployed soldiers using volunteers and donations from area businesses and agencies.

e. Services of Thanksgiving and transition workshops during support of contingencies, operations, all levels of mobilization and demobilization.

3. Programs sponsored by the Family Life Chaplain include, but are not limited to:

a. Contacts with other on post agencies, such as housing, finance, post office, Army Emergency Relief (AER), personnel, etc., to enhance communication between family members and agencies.

b. Distribution of informational packets listing services and programs offered by the chaplain community, as well as materials from other installation and civilian support agencies.

Appendix 1 (Chaplain Family Life Support Plan) to ANNEX P  
(CHAPLAIN) to TMOPEs 1-97

c. Support to Reserve Component (RC) families to maintain contact with mobilized spouses and family members.

d. Briefings to incoming personnel.

e. Support groups to provide emotional support and a process for problem solving.

f. Worship opportunities which address current life situations.

g. Volunteers to provide refreshments at FLC.

h. Operation of FLC on a 24-hour basis with support of Installation Chaplain, .

i. Parenting classes.

j. Programs for children and teens of deployed and mobilized soldiers.

k. Special services and Bible studies.

l. Family picnics.

m. Crisis intervention counseling where necessary.

n. Spouses Time Out program.

o. Point of Contact (POC) for child care services.

p. Briefings and workshops at demobilization.

q. Provide training to installation UMTs on issues pertaining to deployment and family ministry.

r. Provide pastoral ministry to installation UMTs.

4. The installation chaplain updates the installation Chaplain Family Life Support Plan as needed, but reviews it at a minimum, annually.

Appendix 2 (Chaplain Requirements for Casualty Area Command) to  
ANNEX P (CHAPLAIN) to TMOPEs 1-97

1. Requirements: Installations document two Unit Ministry Teams on the installation MOBTDA for the Casualty Area Command (CAC) to provide pastoral care to victims, family members, units and care givers.

2. CAC responsibilities include, but are not limited to:

- a. Advise commander on spiritual and pastoral concerns.
- b. Offer spiritual and ethical programs to members of the command as appropriate.
- c. Assist notification teams as directed.
- d. Maintain sufficient copies of FM 16-22, Conducting Military Funerals and Memorials.
- e. Visit Next of Kin after notification to offer spiritual support and pastoral care.
- f. Provide funeral and memorial services when needed.
- g. Brief and coordinate with civilian clergy where appropriate.
- h. Provide weekly reports to HQ TRADOC, ATTN: ATCS-EOC.
- i. Forward unresourced requirements to HQ TRADOC, ATTN: ATCS-EOC.
- j. Coordinate needs of all faith groups.

3. The installation chaplain updates the CAC support plan as needed, but reviews it annually at a minimum.

Appendix 3 (Chaplain Requirements for CONUS Replacement Centers)  
to ANNEX P (CHAPLAIN) to TMOPES 1-97

1. Requirements:

a. Installations with a CONUS Replacement Center (CRC) mission document the installation MOBTDA to provide a minimum of one Unit Ministry Team (UMT) for pastoral care and services for deploying soldiers and their families.

2. TRADOC Chaplain responsibilities.

a. Provide guidance and training to installation chaplains supporting a CRC mission.

b. Develop a religious support evaluation plan for CRCs and conduct on-site visits when needed.

c. Assess the need for UMT MOBTDA augmentation to assist CRC UMTs in providing religious support to the expanded training base.

3. CRC UMT responsibilities include, but are not limited to:

a. Advise the CRC commander on spiritual and pastoral concerns.

b. Coordinate with Installation Chaplain to provide pastoral services.

c. Provide soldiers deploying as chaplains and chaplain assistants:

(1) A list of items needed in the theater of operation.

(2) Refresher courses.

(3) A list of ecclesiastical supplies. Procedures to order chaplain resupply kits, NSN #9925-01-326-2855.

(4) Geneva Convention Cards, DA FORM 1934.

d. Maintain chaplain kits for chaplains not issued them from USACHCS. Obtain additional kits through normal supply channels (NSN 9925013053411).

e. Provide deployment briefings to deploying soldiers and civilians.

f. Provide weekly reports to HQ TRADOC, ATTN: ATCS-EOC.



Appendix 3 (Chaplain Requirements for CONUS Replacement Centers)  
to ANNEX P (CHAPLAIN) to TMOPES 1-97

- g. Provide departure services.
  - h. Provide support to spouses and families of mobilized and deployed soldiers.
  - i. Provide briefings and informational packets to soldiers demobilized upon activation of the CONUS Demobilization Center (CDC) mission.
  - j. Ensure that the MOBTDA reflects a minimum of one UMT to augment religious support to the CRC.
  - k. Notify the TRADOC Chaplain upon activation of the installation CRC.
3. The installation chaplain updates the installation CRC Plan as needed, but reviews it annually at a minimum.

Appendix 4 (Chaplain Crisis Response Team and Mass Casualty Plan)  
to ANNEX P (CHAPLAIN) to TMOPEs 1-97

1. Assumptions.

a. Plans for incorporating memorial services are advisable should the mass casualty warrant it.

b. The number of casualties may exceed the work load capability of assigned UMTs.

2. Execution.

a. In developing a mass casualty plan, impact, size and scope of the situation determines the extent of assistance needed by Crisis Response Teams and local religious leaders.

b. Crisis Response Teams (CRT) respond to mass casualty operations as determined by the MACOM or installation chaplain. They provide the appropriate pastoral care and provide daily reports on the situation to the TRADOC chaplain

3. TRADOC Chaplain.

a. Maintain a copy of each installation's Chaplain Crisis Response Team and Mass Casualty Plan.

b. Coordinate the deployment of the Chaplains Crisis Teams with both Chief of Chaplain (DACH) and FORSCOM and provide additional chaplain personnel as directed.

c. Coordinate with DACH and FORSCOM to provide resources to installation chaplains in support of mass casualty operations.

d. Coordinate with other disaster response service agencies to provide outside resources to TRADOC.

e. Identify two Crisis Response Teams per installation, consisting of chaplains with a Clinical Pastoral Education (CPE) background, to include supervisory and resident training. Active and/or Reserve Component chaplains may serve on the teams.

4. TRADOC Installation Chaplains.

a. Develop an installation Crisis Response and Mass Casualty Plan and provide a copy to the TRADOC Chaplain.

b. Use the Present For Duty Strength reporting system to determine religious support needed during a crisis or mass casualty response.

Appendix 4 (Chaplain Crisis Response Team and Mass Casualty Plan)  
to ANNEX P (CHAPLAIN) to TMOPEs 1-97

c. Designate the installation Family Life Centers as a training base in support of crisis intervention.

d. Maintain communication with and seek support from local civilian clergy in support of a mass casualty situation.

e. Plan post-wide services in mass casualty situation. Plans should include military personnel, family members, DoD civilians and local clergy.

f. Use Clinical Pastoral Education (CPE) Program Supervisor and resident chaplains as Chaplain Crisis Response Team members.

g. Prepare a list of local retired chaplains, with telephone numbers, contact them and enlist their support.

5. TRADOC Chaplain Crisis Response Teams provide services as directed by the TRADOC Chaplain to assist with crisis and mass casualty missions.

6. The installation chaplain updates the Installation Chaplain Crisis Response Team and Mass Casualty Plan, but reviews it annually at a minimum.

Appendix 5 (Daily Chaplain and Chaplain Assistant Report) to  
ANNEX P (CHAPLAIN) to TMOPEs 1-97

Report furnished upon deployment or mobilization of Active  
Component (AC) and Reserve Component (RC) Unit Ministry Teams  
(UMTs).

Line Alpha: Installation Reporting

Line Bravo: Name, Rank and SSN of UMT members

Line Charlie: Unit

Line Delta: Date Arrived

Line Echo: Date Prepared

Line Foxtrot: Installation Personnel Needs

Line Gulf: Installation Logistical Needs

Report is included in the installation daily situation report to  
HQ TRADOC, ATTN: ATCS-EOC.

ANNEX Q (LAW ENFORCEMENT AND SECURITY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan).

(1) During initial mobilization stages, additional Military Police (MP) support is not available.

(2) FORSCOM MP units on TRADOC installations (Forts Benning, Bliss, Lee, Leonard Wood, and McClellan) deploy early to meet contingency force requirements.

2. MISSION. TRADOC conducts law enforcement, corrections and confinement operations, and security operations within Area of Responsibility (AOR) to maintain law, order, and discipline to support approved contingencies, operations, and all levels of mobilization.

3. EXECUTION.

- a. Concept of Operation.

(1) Installation Provost Marshals identify additional law enforcement units and/or personnel required to support an operation, contingency, and any level of mobilization.

(2) HQDA directs mobilization of Reserve Component (RC) military police units, Individual Ready Reserve (IRR), and Individual Mobilization Augmentee (IMA) personnel. TRADOC installations send requests for RC unit, IRR, or IMA augmentation, with justification, to HQ TRADOC, ATTN: ATCS-EOC.

(3) FORSCOM may direct Active Component (AC) military police units to provide support to other installations requiring law enforcement augmentation. TRADOC installations inform HQ TRADOC, ATTN: ATCS-EOC, when AC MP units located on TRADOC installations are directed to provide such support.

(4) Restrict entry to all or part of an installation (within resource abilities) when directed by the installation commander or HQ TRADOC.

(5) Installation commanders determine facilities requiring additional protection.

ANNEX Q (LAW ENFORCEMENT AND SECURITY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

(6) Additional confinement requirements and capabilities to satisfy that requirement are established in relation to the operation or level of mobilization supported. Installations (Fort Sill, Fort Knox, and USDB) provide expanded confinement capacity as directed by HQ TRADOC. (USDB will only be able to house approximately 600 inmates when the new facility is constructed).

(7) Installation commanders implement physical security programs IAW applicable regulations and directives.

(8) Installation commanders are prepared to counter acts of terrorism, sabotage, and civil unrest directed against the installation and/or facilities.

b. Tasks.

(1) TRADOC Provost Marshal.

(a) Staff Emergency Operations Center as directed.

(b) Plan for and expand corrections and confinement capabilities as directed by HQDA.

(c) Provide guidance and assistance to installation Provost Marshals to identify and obtain additional personnel resources required to accomplish missions.

(2) Installation Provost Marshals.

(a) Analyze the installation mobilization mission, identify new law enforcement requirements, develop a plan for expanding law enforcement, corrections and confinement operations, and physical security services.

(b) Identify critical facilities, establish priorities for protection, and institute necessary access controls.

(c) Focus investigative efforts on those crimes that adversely impact Army, TRADOC, and individual readiness.

(d) Implement contingency plans to counter acts of terrorism, sabotage, and civil unrest directed against installations and facilities.

(e) Prepare to restrict entry to military installations.

ANNEX Q (LAW ENFORCEMENT AND SECURITY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

(f) Coordinate and provide traffic control for the uninterrupted movement of vehicles, personnel, and cargo.

(g) Crime Prevention is a commander's program. Assist installation commander with proactive crime prevention activities to minimize impact on critical operational or mobilization missions.

(h) Provide adequate protection for supplies and facilities necessary for combat readiness. Emphasize protection and inspection of supplies in preparation for shipment. Security of ports and staging areas is required. Provide a "safe haven" for overnight security of convoys moving through the installation area of responsibility. Convoy commanders provide their own guards and periodic checks by routine patrols.

c. Coordinating Instructions.

(1) TRADOC Provost Marshal coordinates with U.S. Army Forces Command (FORSCOM), U.S. Army Materiel Command (AMC), Military Traffic Management Command (MTMC), and U.S. Army Health Services Command (HSC) concerning law enforcement, corrections and confinement operations, and security operations mission guidance and information dissemination.

(2) TRADOC Provost Marshal coordinates with the TRADOC Operations Directorate and Deputy Chief of Staff for Intelligence Directorate (DCSINT) to provide guidance and assistance to installation Provost Marshals on current terrorist threat.

(3) Installation Provost Marshals coordinate with local, state, and federal law enforcement agencies to provide area of responsibility law enforcement, corrections and confinement operations, and security services.

(4) Coordinate with supporting USACIDC detachment commanders to plan for increasing resources to support operations, contingencies and all levels of mobilization.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND SIGNAL. (See basic plan).

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GEN

ANNEX Q (LAW ENFORCEMENT AND SECURITY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

OFFICIAL:

WAINWRIGHT

Acting Deputy Chief of Staff for Base Operations Support



ANNEX T (TRAINING) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

REFERENCES. (See Appendix 7)

1. SITUATION.

a. General. This annex constitutes the TRADOC Training Base Expansion Plan (TBEP), and may be distributed separately as the sole reference for expanding the institutional training base. The ANNEX applies for planning at:

(1) All TRADOC installations and training support activities.

(2) USAR Divisions (IT)(Institutional Training).

(3) Reception Battalions (RECBN).

(4) Camp J. T. Robinson, Arkansas.

(5) Eastern Army National Guard (ARNG) Aviation Training Site (EAATS), Fort Indiantown Gap, PA, and Western ARNG Aviation Training Site (WAATS), Marana, AZ.

(6) ARNG training organizations designated to support TRADOC installations.

(7) Other units and organizations designated to support expansion of the TRADOC training base.

b. Enemy Forces. ANNEX B, Intelligence.

c. Friendly Forces. (See basic plan).

d. Assumptions. (See basic plan).

(1) Additional resourcing during the initial phases of mobilization (Presidential Selected Reserve Call-Up (PSRC)/Partial Mobilization) is expected to be provided by HQDA through authorizing implementation of Mobilization Tables of Distribution and Allowances (MOBTDA) for those levels.

(2) HQDA is expected to provide necessary resourcing at Full Mobilization (M-Day), based upon Presidential proclamation or Congressional authorization.

(3) Installation MOBTDA's include documentation of individual personnel and equipment augmentation packages for PSRC/Partial Mobilization and Full Mobilization. DA (DAMO-ODM)

ANNEX T (TRAINING) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

provides authorization for implementation of these augmentation packages on a case-by-case basis to support critical activities. Commands make effective use of peacetime civilian and military staffs, civilian overhire, and redistribution of personnel assets, before seeking authority to implement MOBTDA's. Any level of mobilization may last for an extended period of time before declaration of the next higher level.

(4) Unless implementation of MOBTDA's has been authorized, resources initially available for the training base will consist of assigned Tables of Distribution and Allowances (TDA) personnel and equipment on hand. Planning for the initial stages of any level should consider that limitation.

(5) On M-Day (Full Mobilization), HQDA grants authority for accelerated construction of additional training facilities and other facilities, as required.

(6) During PSRC/Partial Mobilization, the individual training expansion loads will be comprised of mobilized Individual Ready Reserve (IRR) members requiring refresher training in Common Task Training (CTT) and Military Occupational Specialty (MOS)/Area of Concentration (AOC) tasks. MOS reclassification training of IRRs may also occur during PSRC/Partial Mobilization. Selective Service and voluntary enlistments comprise the expansion loads at Full Mobilization.

(7) Planning for training base expansion considers a graduated series of response actions to an evolving crisis. TRADOC expects mobilization to progress sequentially from a lower level to a higher level. This expectation applies for planning purposes only, to insure planners consider all steps and issues. In reality, mobilization may begin at any level, but many of the actions prescribed for or associated with a lower level of mobilization may still be implemented.

(8) CONUS training base units, to include USAR Divisions (IT), are exempt from use in cross-leveling deploying units or from redistribution of drill sergeant and instructor assets and equipment required for performing the mobilization training mission, unless approved by HQDA.

(9) Appendix 2 lists other planning assumptions.

2. MISSION. On order, TRADOC expands the peacetime training base to provide trained filler personnel and combat-qualified theater replacements for Active Component (AC) and mobilized Reserve Component (RC) units by augmenting existing Service Schools,

ANNEX T (TRAINING) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

USATCs, and Reception Battalions (RECBNs), and establishing additional USATCs, as required. Training base expansion at Partial Mobilization is expected to involve mobilization of large numbers of IRR soldiers required to support two nearly simultaneous major contingency operations. Training base augmentation units are specified in Appendix 1.

3. EXECUTION.

a. Concept of Operations (see Appendix 3).

b. Tasks.

(1) Deputy Chief of Staff for Training. (See basic plan and ANNEX C)

(2) Branch proponents and Army Service Schools:

(a) Develop comprehensive branch training strategies which define the mobilization courses designed to fill and sustain the Branch requirements of Army forces worldwide. The Total Army training strategy requires that the mobilization mission drive both peacetime and wartime AC and RC training.

(b) Develop plans for expanding training operations, as necessary, to meet mobilization force expansion requirements; plans will provide for continuation of peacetime training programs, implementation of some mobilization courses (e.g., IRR refresher training), and for an orderly transition, if required, from the peacetime training programs (which continue during PSRC and Partial Mobilization) to Full Mobilization training programs.

(c) On order, provide Mobile Training Teams (MTT) and New Equipment Training Teams (NETT) to support new materiel development requirements, based on orders from HQ TRADOC.

(3) USAR Divisions (IT) expand existing USATCs or establish new USATCs, to include reception operations, at designated TRADOC installations IAW Appendix 1 and the "MOB PLANS" application of the Army Global Command and Control System (AGCCS).

(4) USAR Reception Battalions, organic to the Divisions (IT), augment Active Component AG Reception Battalions or establish reception operations at designated TRADOC installations IAW Tab A to Appendix 1 and the MOB PLANS alignments in AGCCS. HQDA may authorize activation of USAR reception assets during

ANNEX T (TRAINING) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

PSRC if required. RECBNs must have capability to process non-prior service, prior service, and IRR soldiers onto active duty within 72 hours of reporting, however, additional processing requirements during PSRC/Partial Mobilization are expected to consist solely of mobilized IRR personnel.

(5) Instructor assets from Division (IT) School Brigades (and designated ARNG School units) may be provided to any Service School as required, to support MOS/AOC-specific refresher training of IRRs during mobilization. Such training will normally be conducted at the Proponent School installation, thus any Division (IT) having required instructor assets available could be required to send instructors to any specified Service School site (e.g., Signal instructors from any Division (IT) could be provided to the Signal School, Ft Gordon, GA) (Tab B to Appendix 1, this Annex).

(6) ARNG School organizations may also provide MOS/AOC-specific instructor augmentation, as required, to TRADOC installations to support mobilization training base expansion (Tab C to Appendix 1, this Annex).

(7) Camp J. T. Robinson, AR, establishes and conducts Branch Immaterial Officer Candidate Course (BIOCC) training at Full Mobilization, or on order, IAW Appendix 3.

(8) Eastern ARNG Aviation Training Site, Fort Indiantown Gap, PA, and Western ARNG Aviation Training Site, Marana, AZ, continue programmed (peacetime) training during PSRC and Partial Mobilization and establish additional mobilization training programs IAW Aviation School mobilization training plans.

(9) The Mobilization Army Program for Individual Training (MOB ARPRINT) specifies the reception and training courses to be conducted at each USATC and Service School installation during mobilization, and projects weekly input schedules (See Tab E, Appendix 3, this annex).

(10) All installations with a TRADOC training base expansion mission develop and maintain a training base expansion plan annex (ANNEX J to the installation mobilization plan). Appendix 6 provides an optional format for that annex, however, installations may format ANNEX J any way desired to best meet the needs of the installation commander.

c. Coordinating Instructions.

ANNEX T (TRAINING) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

(1) The MOB ARPRINT (see Appendix 3) projects post-mobilization training requirements for USATCs and Service Schools, and in-processing loads for RECBNs, for use in peacetime planning.

(2) Installations are responsible for peacetime coordination and planning with all AC and RC units that augment the installation to support training base expansion operations.

(3) The number of AC and RC training units authorized may not equal requirements to train replacement and filler personnel for wartime demands. Installations must document the additional structure required to perform mobilization missions in installation and USATC MOBTDA's.

(4) Installation commanders will reassign RC instructor personnel serving in one of the Army Medical Department (AMEDD) branches to USAMEDCOM, Ft Sam Houston, TX, after receiving approval from Director of Operations, USAMEDCOM.

(5) In addition to mobilization IRR refresher courses, training centers and schools may be directed to implement other MOBPOI for selected other courses during PSRC or Partial Mobilization. At Full Mobilization, all training at USATCs and schools will be conducted using MOBPOIs (see Appendix 3).

(6) During PSRC and Partial Mobilization, TRADOC training centers and schools begin an expanded training week for all designated MOBPOI courses to accelerate the training pace. The expanded training week is established initially at a minimum of six 10-hour days and, if conditions require, may expand to seven days a week until backlogs are reduced (see Appendix 3).

(7) Installation commanders plan for temporary use by AMEDD personnel of building space under their control at both active and semi-active installations. Plans address:

(a) Patient care.

(b) Storage for prepositioned war reserve stocks for medical facilities.

(c) Student classrooms for AMEDD specialist training.

(d) Housing of AMEDD personnel engaged in providing health services to patients IAW support agreements negotiated with the installation medical center or Medical Department Activity (MEDDAC) or MEDCEN (Medical Center).

ANNEX T (TRAINING) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

4. ADMINISTRATION AND LOGISTICS.

a. Personnel. See ANNEX E.

b. Logistics. See ANNEX D.

5. COMMAND AND CONTROL. The MOB PLANS system in AGCCS identifies RC units mobilizing at TRADOC installations for deployment and/or to support the installation's unit deployment, training base expansion, and individual replacement operations (CRC) missions. FORSCOM, through the CONUSAs, controls the movement of RC units from home station to the MS. Units scheduled for permanent assignment to TRADOC remain under the operational control of the CONUSA commander until arrival at the MS. Upon arrival at the MS (supported installation), command passes to the installation commander.

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OFFICIAL:

GOFF  
Deputy Chief of Staff for Training

Appendixes:

- 1 - RC Augmentation Units
- 2 - Planning Assumptions
- 3 - Concept of Operations
- 4 - Training Support
- 5 - Addresses of Training Organizations/Units
- 6 - Format for Training Base Expansion Plan Annex to Installation Mobilization Plan
- 7 - References

Appendix 1 (RC Augmentation Units) to ANNEX T (TRAINING) to TMOPEs  
1-97

1. SITUATION. See basic ANNEX.
2. MISSION. See basic ANNEX.
3. EXECUTION.

a. General. Upon mobilization, the existing training base expands to meet contingency training requirements. Current MOB ARPRINTs provide a projection (estimate) of training requirements for each level of mobilization to be used during peacetime planning.

b. Concept.

(1) To support training base expansion, selected RC training base expansion units will be ordered to active duty, as required, at designated mobilization stations (MS) or Proponent School installations as indicated in Tabs A, B, and C. The MOB PLANS application lists unit/installation alignments.

(2) Once RC training base units are ordered to active duty, installation commanders may call individual units forward, as required. Unit advance parties will normally be expected to arrive at mobilization stations within 48 hours of receiving the unit's order to active duty. The main body of the unit must close on the installation NLT the arrival date specified in the activation order unless the installation commander defers to a later date.

c. Coordinating Instructions.

(1) Tabs A, B, and C to this Appendix provide the installation alignments of RC training base augmentation units.

(a) TAB A - USAR Divisions (IT). Reflects alignments of Division (IT) Initial Entry Training (IET) and Training Support Brigade (TSB) elements (including RECBNs), with designated TRADOC USATC installations.

(b) TAB B - USAR Schools. Reflects alignment of USAR School Units (School Brigades/Battalions of Divisions (IT)) with TRADOC and other training MACOM proponent installations, for instructor support.

(c) TAB C - ARNG Schools. Reflects alignment of ARNG School/training support units with TRADOC proponent installations, for support of mobilization expansion.

Appendix 1 (RC Augmentation Units) to ANNEX T (TRAINING) to TMOPEs  
1-97

(2) Installation alignments in Tabs A, B, and C are for planning purposes only. During actual execution, installations will request augmentation, as required, based on the mobilization training mission. Training base augmentation units may provide instructor/support packages, rather than the entire unit, based on the training mission.

4. ADMINISTRATION AND LOGISTICS. (See basic ANNEX).

5. COMMAND AND CONTROL. (See basic plan).

Tabs:

- A. USAR Divisions(IT) - (IET/TSB Elements)
- B. USAR Schools - (Instructors)
- C. ARNG Schools - (Instructors, Training Support)



Tab A (USAR Divisions (IT) - IET/TSB Elements) to Appendix 1 (RC Augmentation Units) to ANNEX T (TRAINING) to TMOPEs 1-97

IET Brigades/Battalions and Training Support Brigades (including RECBNs) of the Divisions (IT) are aligned with TRADOC USATC installations for support of mobilization reception processing, Common Task Training (CTT) refresher, MOS/AOC-specific refresher training, and other training, as required. Current installation alignments:

#### USATC Installation

#### Augmentation Units

##### Ft McClellan, AL:

80<sup>TH</sup> Division (IT)  
 1<sup>ST</sup> Bde(MP) (WVT899)  
     1<sup>ST</sup> Bn(MP)/318<sup>th</sup> (WVWQ99)  
     2d Bn(MP)/318<sup>th</sup> (WZS799)  
     3d Bn(MP)/318<sup>th</sup> (WZS899)  
     4<sup>th</sup> Bn(MP)/318<sup>th</sup> (WVWG99)  
 2d Bde(BCT) (WVT999)  
     1<sup>ST</sup> Bn(BCT)/317<sup>th</sup> (WVWR99)  
     2d Bn(BCT)/317<sup>th</sup> (WVWL99)  
     3d Bn(BCT)/317<sup>th</sup> (WVWJ99)  
     1<sup>ST</sup> Bn(CML)/320<sup>th</sup> (WVWN99)  
     2d Bn(CML)/320<sup>th</sup> (WVWV99)  
 7<sup>th</sup> Bde(TS) (WVTP99)  
     1<sup>ST</sup> Bn(Rec/T&E)/319<sup>th</sup> (WVWH99)  
     2d Bn (Cmt/Log)/319<sup>th</sup> (WVWM99)

##### Ft Benning, GA:

84<sup>TH</sup> Division (IT)  
 1<sup>ST</sup> Bde( INOSUT) (WZTL99)  
     1<sup>ST</sup> Bn( INOSUT)/329<sup>th</sup> (WVVF99)  
     2d Bn( INOSUT)/329<sup>th</sup> (WVVH99)  
     1<sup>ST</sup> Bn( INOSUT)/330<sup>th</sup> (WVVG99)  
     2d Bn( INOSUT)/330<sup>th</sup> (WVU999)  
     1<sup>ST</sup> Bn( INOSUT)/333d (WVVC99)  
     2d Bn( INOSUT)/333d (WVVD99)  
 2d Bde(BCT) (WVUD99)  
     1<sup>ST</sup> Bn(BCT)/274<sup>th</sup> (WVXB99)  
     2d Bn(BCT)/274<sup>th</sup> (WVW799)  
     3d Bn(BCT)/274<sup>th</sup> (WVW699)  
     2d Bn(BCT)/334<sup>th</sup> (WVW999)  
     3d Bn(BCT)/334<sup>th</sup> (WVXA99)  
     2d Bn(BCT)/339<sup>th</sup> (WVW199)  
 7th Bde(TS) (WVTQ99)  
     1<sup>ST</sup> Bn(Rec/T&E)/334<sup>th</sup> (WVXD99)  
     2d Bn (Cmt/Log)/339<sup>th</sup> (WZS999)

Tab A (USAR Divisions (IT) - IET/TSB Elements) to Appendix 1 (RC Augmentation Units) to ANNEX T (TRAINING) to TMOPEs 1-97

Ft Sill, OK

95<sup>th</sup> Division (IT)  
 1<sup>st</sup> Bde(FA) (WV4U99)  
     1<sup>st</sup> Bn(FA)/354<sup>th</sup> (WV4V99)  
     2d Bn(FA)/354<sup>th</sup> (WV4X99)  
     1<sup>st</sup> Bn(FA)/355<sup>th</sup> (WV4Y99)  
     2d Bn(FA)/355<sup>th</sup> (WV4Z99)  
     3d Bn(FA)/355<sup>th</sup> (WVYR99)  
 2d Bde(BCT) (WVUP99)  
     1<sup>st</sup> Bn(BCT)/377<sup>th</sup> (WVYY99)  
     2d Bn(BCT)/377<sup>th</sup> (WVS299)  
     3d Bn(BCT)/377<sup>th</sup> (WVY399)  
     1<sup>st</sup> Bn(BCT)/378<sup>th</sup> (WVY199)  
     2d Bn(BCT)/378<sup>th</sup> (WVY299)  
     3d Bn(BCT)/378<sup>th</sup> (WVYU99)  
 7<sup>th</sup> Bde(TS) (WVTT99)  
     1<sup>st</sup> Bn(Rec/T&E)/379<sup>th</sup> (WZTA99)  
     2d Bn(Cmt/Log)/379<sup>th</sup> (WZTB99)

Ft Leonard Wood, MO:

98<sup>th</sup> Division (IT)  
 1<sup>st</sup> Bde(BCT) (WVT499)  
     1<sup>st</sup> Bn(BCT)/304<sup>th</sup> (WVVQ99)  
     2d Bn(BCT)/304<sup>th</sup> (WVVR99)  
     1<sup>st</sup> Bn(BCT)/385<sup>th</sup> (WVVU99)  
     2d Bn(BCT)/385<sup>th</sup> (WVVZ99)  
     3d Bn(BCT)/385<sup>th</sup> (WVWV99)  
     1<sup>st</sup> Bn(BCT)/417<sup>th</sup> (WZHU99)  
     2d Bn(BCT)/417<sup>th</sup> (WVVX99)  
     3d Bn(BCT)/417<sup>th</sup> (WZHV99)  
 2d Bde(EN) (WVUT99)  
     1<sup>st</sup> Bn(EN)/389<sup>th</sup> (WVZ799)  
     2d Bn(EN)/389<sup>th</sup> (WVYH99)  
     1<sup>st</sup> Bn(EN)/390<sup>th</sup> (WVXY99)  
     2d Bn(EN)/390<sup>th</sup> (WZFS99)  
 7<sup>th</sup> Bde(TS) (WVTU99)  
     1<sup>st</sup> Bn(Cmt/Log)/391<sup>st</sup> (WVYK99)  
     2d Bn(Rec/T&E)/391<sup>st</sup> (WZTC99)

Ft Knox, KY:

100<sup>th</sup> Division (IT)  
 1<sup>st</sup> Bde(CAV/BCT) (WVUY99)  
     1<sup>st</sup> Bn(BCT)/397<sup>th</sup> (WVZU99)  
     2d Bn(CAV)/397<sup>th</sup> (WVZ599)  
     3d Bn(CAV)/397<sup>th</sup> (WVZW99)  
 2d Bde(AR/BCT) (WVUX99)  
     1<sup>st</sup> Bn(BCT)/398<sup>th</sup> (WVZZ99)  
     3d Bn(AR)/398<sup>th</sup> (WVZ199)  
     3d Bn(AR)/399<sup>th</sup> (WVZ299)  
 7<sup>th</sup> Bde(TS) (WVTV99)

Tab A (USAR Divisions (IT) - IET/TSB Elements) to Appendix 1 (RC Augmentation Units) to ANNEX T (TRAINING) to TMOPEs 1-97

1<sup>st</sup> Bn(Rec/T&E)/399<sup>th</sup> (WZTD99)  
 2d Bn(Cmt/Log)/399<sup>th</sup> (WZTE99)

Ft Bliss, TX:

104<sup>th</sup> Division (IT)  
 1<sup>st</sup> Bde(BCT) (WVUZ99)  
 2d Bn(BCT)/413<sup>th</sup> (WVZT99)  
 1<sup>st</sup> Bn(BCT)/414<sup>th</sup> (WVZE99)  
 2d Bn(BCT)/414<sup>th</sup> (WVZN99)  
 1<sup>st</sup> Bn(BCT)/415<sup>th</sup> (WVZQ99)  
 2d Bn(BCT)/415<sup>th</sup> (WZHW99)  
 3d Bn(BCT)/415<sup>th</sup> (WVZK99)  
 7<sup>th</sup> Bde(TS) (WVTW99)  
 1<sup>st</sup> Bn(Cmt/Log)/413<sup>th</sup> (WVZM99)  
 2d Bn(Rec/T&E)/413<sup>th</sup> (WZTF99)

Ft Jackson, SC:

108<sup>th</sup> Division (IT)  
 1<sup>st</sup> Bde(BCT) (WVU399)  
 1<sup>st</sup> Bn(BCT)/321<sup>st</sup> (WVVP99)  
 3d Bn(BCT)/323d (WVV299)  
 2d Bn(BCT)/485<sup>th</sup> (WVY699)  
 1<sup>st</sup> Bn(BCT)/518<sup>th</sup> (WVU799)  
 3d Bn(BCT)/518<sup>th</sup> (WVOF99)  
 2d Bde(BCT) (WVU699)  
 2d Bn(BCT)/321<sup>st</sup> (WVZB99)  
 1<sup>st</sup> Bn(BCT)/323d (WVY999)  
 2d Bn(BCT)/323d (WVZA99)  
 1<sup>st</sup> Bn(BCT)/485<sup>th</sup> (WVY899)  
 3d Bn(BCT)/485<sup>th</sup> (WVY799)  
 7<sup>th</sup> Bde(TS) (WVTX99)  
 2d Bn(Rec/T&E)/518<sup>th</sup> (WZTH99)  
 3d Bn(Cmt/Log)/321<sup>st</sup> (WZTJ99)

Tab B (USAR Schools) to Appendix 1 (RC Augmentation Units) to ANNEX T (TRAINING) to TMOPEs 1-97

School battalions of the USAR Divisions (IT) contain instructors for training Combat Support (CS), Combat Service Support (CSS), Medical, and Professional Development specialties. These assets may be requested to provide instructor support to TRADOC and other training MACOM Proponent Schools, as required, during mobilization. Current planning alignments of Division (IT) school elements with Proponent School installations:

**Proponent  
Installation**

**Supporting Units**

Ft McClellan, AL:

2d Bn(MP)/3d Bde, 80 <sup>th</sup> Div(IT)	(WZSK99)
3d Bn(MP)/3d Bde, 84 <sup>th</sup> Div(IT)	(WZR599)
2d Bn(MP)/3d Bde, 95 <sup>th</sup> Div(IT)	(WZRT99)
2d Bn(MP)/3d Bde, 98 <sup>th</sup> Div(IT)	(WZRC99)
2d Bn(MP)/3d Bde, 100 <sup>th</sup> Div(IT)	(WZQ299)
1 <sup>st</sup> Bn(MP)/3d Bde, 104 <sup>th</sup> Div(IT)	(WZQP99)
2d Bn(MP)/3d Bde, 108 <sup>th</sup> Div(IT)	(WBQB99)
4 <sup>th</sup> Bn(CML)/3d Bde, 80 <sup>th</sup> Div(IT)	(WZSM99)
5 <sup>th</sup> Bn(CML)/3d Bde, 84 <sup>th</sup> Div(IT)	(WZR799)
4 <sup>th</sup> Bn(CML)/3d Bde, 95 <sup>th</sup> Div(IT)	(WZRV99)
4 <sup>th</sup> Bn(CML)/3d Bde, 98 <sup>th</sup> Div(IT)	(WZRE99)
4 <sup>th</sup> Bn(CML)/3d Bde, 100 <sup>th</sup> Div(IT)	(WZQ499)
3d Bn(CML)/3d Bde, 104 <sup>th</sup> Div(IT)	(WZQR99)
4 <sup>th</sup> Bn(CML)/3d Bde, 108 <sup>th</sup> Div(IT)	(WZQD99)

Ft Jackson, SC:

6 <sup>th</sup> Bn(AG)/4 <sup>th</sup> Bde, 80 <sup>th</sup> Div(IT)	(WZSP99)
7 <sup>th</sup> Bn(AG)/4 <sup>th</sup> Bde, 84 <sup>th</sup> Div(IT)	(WZSA99)
7 <sup>th</sup> Bn(AG)/4 <sup>th</sup> Bde, 95 <sup>th</sup> Div(IT)	(WZRY99)
8 <sup>th</sup> Bn(AG)/4 <sup>th</sup> Bde, 98 <sup>th</sup> Div(IT)	(WZRJ99)
5 <sup>th</sup> Bn(AG)/4 <sup>th</sup> Bde, 100 <sup>th</sup> Div(IT)	(WZQ599)
6 <sup>th</sup> Bn(AG)/4 <sup>th</sup> Bde, 104 <sup>th</sup> Div(IT)	(WZQT99)
7 <sup>th</sup> Bn(AG)/4 <sup>th</sup> Bde, 108 <sup>th</sup> Div(IT)	(WZQG99)

Ft Leonard Wood, MO:

1 <sup>st</sup> Bn(EN)/3d Bde, 80 <sup>th</sup> Div(IT)	(WZSJ99)
1 <sup>st</sup> Bn(EN)/3d Bde, 84 <sup>th</sup> Div(IT)	(WZR499)
1 <sup>st</sup> Bn(EN)/3d Bde, 95 <sup>th</sup> Div(IT)	(WZRS99)
1 <sup>st</sup> Bn(EN)/3d Bde, 98 <sup>th</sup> Div(IT)	(WZRB99)
1 <sup>st</sup> Bn(EN)/3d Bde, 100 <sup>th</sup> Div(IT)	(WZQ199)
1 <sup>st</sup> Bn(EN)/3d Bde, 108 <sup>th</sup> Div(IT)	(WZQA99)

Tab B (USAR Schools) to Appendix 1 (RC Augmentation Units) to  
ANNEX T (TRAINING) to TMOPEs 1-97

Ft Gordon, GA:

3d Bn(SC)/3d Bde,	80 <sup>th</sup> Div(IT)	(WZSL99)
4 <sup>th</sup> Bn(SC)/3d Bde,	84 <sup>th</sup> Div(IT)	(WZR699)
3d Bn(SC)/3d Bde,	95 <sup>th</sup> Div(IT)	(WZRU99)
3d Bn(SC)/3d Bde,	98 <sup>th</sup> Div(IT)	(WZRD99)
3d Bn(SC)/3d Bde,	100 <sup>th</sup> Div(IT)	(WZQ399)
2d Bn(SC)/3d Bde,	104 <sup>th</sup> Div(IT)	(WZQQ99)
3d Bn(SC)/3d Bde,	108 <sup>th</sup> Div(IT)	(WZQC99)

Ft Eustis, VA:

7 <sup>th</sup> Bn(TC)/4 <sup>th</sup> Bde,	80 <sup>th</sup> Div(IT)	(WZSQ99)
8 <sup>th</sup> Bn(TC)/4 <sup>th</sup> Bde,	84 <sup>th</sup> Div(IT)	(WZSB99)
8 <sup>th</sup> Bn(TC)/4 <sup>th</sup> Bde,	95 <sup>th</sup> Div(IT)	(WZRZ99)
9 <sup>th</sup> Bn(TC)/4 <sup>th</sup> Bde,	98 <sup>th</sup> Div(IT)	(WZRK99)
6 <sup>th</sup> Bn(TC)/4 <sup>th</sup> Bde,	100 <sup>th</sup> Div(IT)	(WZQ699)
7 <sup>th</sup> Bn(TC)/4 <sup>th</sup> Bde,	104 <sup>th</sup> Div(IT)	(WZQU99)
8 <sup>th</sup> Bn(TC)/4 <sup>th</sup> Bde,	108 <sup>th</sup> Div(IT)	(WZQH99)

Ft Lee, VA:

8 <sup>th</sup> Bn(QM)/4 <sup>th</sup> Bde,	80 <sup>th</sup> Div(IT)	(WZSR99)
9 <sup>th</sup> Bn(QM)/4 <sup>th</sup> Bde,	84 <sup>th</sup> Div(IT)	(WZSC99)
9 <sup>th</sup> Bn(QM)/4 <sup>th</sup> Bde,	95 <sup>th</sup> Div(IT)	(WZR099)
10 <sup>th</sup> Bn(QM)/4 <sup>th</sup> Bde,	98 <sup>th</sup> Div(IT)	(WZRL99)
7 <sup>th</sup> Bn(QM)/4 <sup>th</sup> Bde,	100 <sup>th</sup> Div(IT)	(WZQ799)
8 <sup>th</sup> Bn(QM)/4 <sup>th</sup> Bde,	104 <sup>th</sup> Div(IT)	(WZQV99)
9 <sup>th</sup> Bn(QM)/4 <sup>th</sup> Bde,	108 <sup>th</sup> Div(IT)	(WZQJ99)

Ft Huachuca, AZ:

2d Bn(MI)/3d Bde,	84 <sup>th</sup> Div(IT)	(WZR999)
6 <sup>th</sup> Bn(MI)/3d Bde,	95 <sup>th</sup> Div(IT)	(WZRX99)
6 <sup>th</sup> Bn(MI)/3d Bde,	98 <sup>th</sup> Div(IT)	(WZRG99)
5 <sup>th</sup> Bn(MI)/3d Bde,	104 <sup>th</sup> Div(IT)	(WZTK99)
6 <sup>th</sup> Bn(MI)/3d Bde,	108 <sup>th</sup> Div(IT)	(WZQF99)

Aberdeen Proving Ground:

5 <sup>th</sup> Bn(OD)/4 <sup>th</sup> Bde,	80 <sup>th</sup> Div(IT)	(WZSN99)
10 <sup>th</sup> Bn(OD)/4 <sup>th</sup> Bde,	84 <sup>th</sup> Div(IT)	(WZSD99)
7 <sup>th</sup> Bn(OD)/4 <sup>th</sup> Bde,	98 <sup>th</sup> Div(IT)	(WZRH99)

Ft Sam Houston, TX:  
(USAMEDCOM)

9 <sup>th</sup> Bn(PN/HS)/5 <sup>th</sup> Bde,	80 <sup>th</sup> Div(IT)	(WZSS99)
11 <sup>th</sup> Bn(PN/HS)/5 <sup>th</sup> Bde,	84 <sup>th</sup> Div(IT)	(WZSE99)
10 <sup>th</sup> Bn(PN/HS)/5 <sup>th</sup> Bde,	95 <sup>th</sup> Div(IT)	(WZR199)
11 <sup>th</sup> Bn(PN/HS)/5 <sup>th</sup> Bde,	98 <sup>th</sup> Div(IT)	(WZRM99)
8 <sup>th</sup> Bn(PN/HS)/5 <sup>th</sup> Bde,	100 <sup>th</sup> Div(IT)	(WZQ899)
9 <sup>th</sup> Bn(PN/HS)/5 <sup>th</sup> Bde,	104 <sup>th</sup> Div(IT)	(WZQW99)
10 <sup>th</sup> Bn(PN/HS)/5 <sup>th</sup> Bde,	108 <sup>th</sup> Div(IT)	(WZQK99)

Tab B (USAR Schools) to Appendix 1 (RC Augmentation Units) to  
ANNEX T (TRAINING) to TMOPEs 1-97

Ft Bragg, NC:

(JFK Spec Warfare	6 <sup>th</sup> Bn(CA/PO)/3d Bde,	84 <sup>th</sup> Div(IT)	(WZR899)
Center)	5 <sup>th</sup> Bn(CA/PO)/3d Bde,	95 <sup>th</sup> Div(IT)	(WZR999)
	5 <sup>th</sup> Bn(CA/PO)/3d Bde,	98 <sup>th</sup> Div(IT)	(WZRF99)
	4 <sup>th</sup> Bn(CA/PO)/3d Bde,	104 <sup>th</sup> Div(IT)	(WZQS99)
	5 <sup>th</sup> Bn(CA/PO)/3d Bde,	108 <sup>th</sup> Div(IT)	(WZQE99)

The following Professional Development school battalions of the  
USAR Divisions (IT) are not aligned with specific installations  
but provide a source of mobilization training base expansion  
support assets. PD units may be requested by any installation as  
a potential augmentation element.

10 <sup>th</sup> Bn(C&GS)/6 <sup>th</sup> Bde,	80 <sup>th</sup> Div(IT)	(WZST99)
11 <sup>th</sup> Bn(CAS3)/6 <sup>th</sup> Bde,	80 <sup>th</sup> Div(IT)	(WZSU99)
12 <sup>th</sup> Bn(C&GS)/6 <sup>th</sup> Bde,	84 <sup>th</sup> Div(IT)	(WZSF99)
13 <sup>th</sup> Bn(CAS3)/6 <sup>th</sup> Bde,	84 <sup>th</sup> Div(IT)	(WZSG99)
14 <sup>th</sup> Bn(NCOES)/6 <sup>th</sup> Bde,	84 <sup>th</sup> Div(IT)	(WZSH99)
11 <sup>th</sup> Bn(C&GS)/6 <sup>th</sup> Bde,	95 <sup>th</sup> Div(IT)	(WZR299)
12 <sup>th</sup> Bn(CAS3)/6 <sup>th</sup> Bde,	95 <sup>th</sup> Div(IT)	(WZR399)
12 <sup>th</sup> Bn(C&GS)/6 <sup>th</sup> Bde,	98 <sup>th</sup> Div(IT)	(WZRP99)
13 <sup>th</sup> Bn(CAS3)/6 <sup>th</sup> Bde,	98 <sup>th</sup> Div(IT)	(WZRQ99)
14 <sup>th</sup> Bn(NCOES)/6 <sup>th</sup> Bde,	98 <sup>th</sup> Div(IT)	(WZRR99)
9 <sup>th</sup> Bn(C&GS)/6 <sup>th</sup> Bde,	100 <sup>th</sup> Div(IT)	(WZQ999)
10 <sup>th</sup> Bn(CAS3)/6 <sup>th</sup> Bde,	100 <sup>th</sup> Div(IT)	(WZRA99)
10 <sup>th</sup> Bn(C&GS)/6 <sup>th</sup> Bde,	104 <sup>th</sup> Div(IT)	(WZQY99)
11 <sup>th</sup> Bn(CAS3)/6 <sup>th</sup> Bde,	104 <sup>th</sup> Div(IT)	(WZQZ99)
12 <sup>th</sup> Bn(NCOES)/6 <sup>th</sup> Bde,	104 <sup>th</sup> Div(IT)	(WZQ099)
11 <sup>th</sup> Bn(C&GS)/6 <sup>th</sup> Bde,	108 <sup>th</sup> Div(IT)	(WZQM99)
12 <sup>th</sup> Bn(CAS3)/6 <sup>th</sup> Bde,	108 <sup>th</sup> Div(IT)	(WZQN99)

Tab C (ARNG Schools) to Appendix 1 (RC Augmentation Units) to  
ANNEX T (TRAINING) to TMOPEs 1-97

ARNG school battalions contain instructor assets in Combat Arms, Leader Training, and some CS and CSS specialties. TRADOC installations may request instructor assets of those units to support TRADOC Proponent Schools, as required, during mobilization. NGB may also provide other training support units to TRADOC installations. Following are current installation alignments of ARNG training and training support units:

## INSTALLATION

## ARNG UNITS

### Ft Leonard Wood, MO:

<u>training:</u>	1 <sup>st</sup> Bn(EN)/164 <sup>TH</sup> Regt (ND)	(W8GKA1)
<u>support:</u>	140 <sup>th</sup> Regt (RTI) (MO)	(W8GGAA)
	164 <sup>th</sup> Regt (RTI) (ND)	(W8GKAA)
	204 <sup>th</sup> Regt (RTI) (ID)	(W8F9AA)
	298 <sup>th</sup> Regt (RTI) (HI)	(W8F8AA)

### Ft Sill, OK:

<u>training:</u>	1 <sup>st</sup> Bn(FA)/139 <sup>th</sup> Regt (NC)	(W8FDA1)
	1 <sup>st</sup> Bn(FA)/426 <sup>th</sup> Regt (WI)	(W8FLA1)
	2d Bn(FA)/183d Regt (VA)	(W8FUA2)
	1 <sup>st</sup> Bn(FA)/189 <sup>th</sup> Regt (OK)	(W8FZA1)
	1 <sup>st</sup> Bn(FA)/101 <sup>st</sup> Regt (MA)	(W8GCA1)
	1 <sup>st</sup> Bn(FA)/117 <sup>th</sup> Regt (TN)	(W8GSA1)
	1 <sup>st</sup> Bn(FA)/213 <sup>th</sup> Regt (WY)	(W8GVA1)
<u>support:</u>	189 <sup>th</sup> Regt (RTI) (OK)	(W8FZAA)
	426 <sup>th</sup> Regt (LDR) (WI)	(W8FLAA)
	208 <sup>th</sup> Regt (RTI) (MT)	(W8GJAA)

### Ft Knox, KY:

<u>training:</u>	1 <sup>st</sup> Bn(AR)/166 <sup>th</sup> Regt (PA)	(W8FAA1)
	1 <sup>st</sup> Bn(AR)/218 <sup>th</sup> Regt (SC)	(W8FCA1)
	1 <sup>st</sup> Bn(AR)/254 <sup>th</sup> Regt (NJ)	(W8FHA1)
	1 <sup>st</sup> Bn(AR)/131 <sup>st</sup> Regt (TX)	(W8FNA1)
	1 <sup>st</sup> Bn(AR)/204 <sup>th</sup> Regt (ID)	(W8F9A1)
	1 <sup>st</sup> Bn(AR)/145 <sup>th</sup> Regt (OH)	(W8GPA1)
	2d Bn(AR)/117 <sup>TH</sup> Regt (TN)	(W8GSA2)
<u>support:</u>	238 <sup>th</sup> Regt (CA) (KY)	(W8FJAA)
	233d Regt (RTI) (AR)	(W8F2AA)
	235 <sup>th</sup> Regt (RTI) (KS)	(W8GBAA)

### Ft Benning, GA:

<u>training:</u>	1 <sup>st</sup> Bn(IN)/223d Regt (CA)	(W8FEA1)
	1 <sup>st</sup> Bn(IN)/122d Regt (GA)	(W8FTA1)
	1 <sup>st</sup> Bn(IN)/183d Regt (VA)	(W8FUA1)
	1 <sup>st</sup> Bn(IN)/124 <sup>th</sup> Regt (VT)	(W8F1A1)
	1 <sup>st</sup> Bn(IN)/233d Regt (AR)	(W8F2A1)
	1 <sup>st</sup> Bn(IN)/177 <sup>th</sup> Regt (MI)	(W8GEA1)

Tab C (ARNG Schools) to Appendix 1 (RC Augmentation Units) to  
ANNEX T (TRAINING) to TMOPEs 1-97

	1 <sup>st</sup> Bn(IN)/108 <sup>th</sup> Regt (MS)	(W8GHA1)
<u>support:</u>	122d Regt (RTI) (GA)	(W8FTA1)
	129 <sup>th</sup> Regt (RTI) (IL)	(W8GAAA)
	177 <sup>th</sup> Regt (RTI) (MI)	(W8GEAA)
	196 <sup>th</sup> Regt (RTI) (SD)	(W8GRAA)

Ft Bliss, TX:

<u>training:</u>	1 <sup>st</sup> Bn(ADA)/200 <sup>th</sup> Regt (AL)	(W8FKA1)
	3d Bn(ADA)/183d Regt (VA)	(W8FUA3)
	1 <sup>st</sup> Bn(ADA)/515 <sup>th</sup> Regt (NM)	(W8FYA1)
	1 <sup>st</sup> Bn(ADA)/211 <sup>th</sup> Regt (FL)	(W8F7A1)
	1 <sup>st</sup> Bn(ADA)/129 <sup>th</sup> Regt (IL)	(W8GAA1)
<u>support:</u>	248 <sup>th</sup> Regt (LDR) (WA)	(W8FFAA)
	131 <sup>st</sup> Regt (CA) (TX)	(W8FNAA)
	213 <sup>th</sup> Regt (RTI) (WY)	(W8GVAA)

Ft Rucker, AL:

<u>training:</u>	2d Bn(AVN)/166 <sup>th</sup> Regt (PA)	(W8FAA2)
	1 <sup>st</sup> Bn(AVN)/158 <sup>th</sup> Regt (AZ)	(W8F3A1)
<u>support:</u>	108 <sup>th</sup> Regt (RTI) (MS)	(W8GHAA)
	168 <sup>th</sup> Regt (RTI) (CO)	(W8F4AA)
	421 <sup>st</sup> Regt (RTI) (NV)	(W8GMAA)
	515 <sup>th</sup> Regt (RTI) (NM)	(W8FYAA)

Aberdeen Proving Ground, MD:

<u>training:</u>	1 <sup>st</sup> Bn(-)(OD)/185 <sup>th</sup> Regt (IA)	(W8FRA1)
	2d Bn(OD)/122d Regt (GA)	(W8FTA2)
	2d Bn(OD)/204 <sup>th</sup> Regt (ID)	(W8F9A2)
	1 <sup>st</sup> Bn(OD)/140 <sup>th</sup> Regt (MO)	(W8GGA1)
	2d Bn(OD)/108 <sup>th</sup> Regt (MS)	(W8GHA2)
<u>support:</u>	70 <sup>th</sup> Regt (LDR) (MD)	(W8F8AA)
	193d Regt (RTI) (DE)	(W8F6AA)
	166 <sup>th</sup> Regt (CA) (PA)	(W8FAAA)
	240 <sup>th</sup> Regt (RTI) (ME)	(W8GDAA)

Ft McClellan, AL:

<u>support:</u>	200 <sup>th</sup> Regt (LDR) (AL)	(W8FKAA)
	209 <sup>th</sup> Regt (RTI) (NE)	(W8GLAA)
	140 <sup>th</sup> Regt (RTI) (UT)	(W8FQAA)



Tab C (ARNG Schools) to Appendix 1 (RC Augmentation Units) to  
ANNEX T (TRAINING) to TMOPEs 1-97

Redstone Arsenal, AL:

<u>support:</u>	117 <sup>th</sup> Regt (RTI) (TN)	(W8GSAA)
	185 <sup>th</sup> Regt (RTI) (IA)	(W8FRAA)
	199 <sup>th</sup> Regt (LDR) (LA)	(W8FPAA)

Ft Huachuca, AZ:

<u>support:</u>	207 <sup>th</sup> Regt (MF) (AK)	(W8FVAA)
	188 <sup>th</sup> Regt (RTI) (AZ)	(W8F3AA)
	223d Regt (CA) (CA)	(W8FEAA)
	203d Regt (RTI) (GU)	(W8FSAA)
	249 <sup>th</sup> Regt (RTI) (OR)	(W8GQAA)

Ft Lee, VA:

<u>support:</u>	260 <sup>th</sup> Regt (RTI) (DC)	(W8F5AA)
	183d Regt (RTI) (VA)	(W8FUAA)
	197 <sup>th</sup> Regt (RTI) (WV)	(W8GUAA)
	254 <sup>th</sup> Regt (CA) (NJ)	(W8FHAA)

Ft Eustis, VA:

<u>support:</u>	169 <sup>th</sup> Regt (LDR) (CT)	(W8FGAA)
	101 <sup>st</sup> Regt (RTI) (MA)	(W8GCAA)
	195 <sup>th</sup> Regt (RTI) (NH)	(W8F0AA)
	106 <sup>th</sup> Regt (RTI) (NY)	(W8GNAA)
	243d Regt (RTI) (RI)	(W8FXAA)

Ft Gordon, GA:

<u>support:</u>	138 <sup>th</sup> Regt (CA) (IN)	(W8FMAA)
	145 <sup>th</sup> Regt (RTI) (OH)	(W8GPAA)
	211 <sup>th</sup> Regt (RTI) (FL)	(W8F7AA)
	201 <sup>st</sup> Regt (MF) (PR)	(W8FWAA)
	210 <sup>th</sup> Regt (RTI) (VI)	(W8GTAA)

Ft Jackson, SC:

<u>support:</u>	175 <sup>th</sup> Regt (RTI) (MN)	(W8GFAA)
	124 <sup>th</sup> Regt (RTI) (VT)	(W8F1AA)
	139 <sup>th</sup> Regt (CA) (NC)	(W8FDAA)
	218 <sup>th</sup> Regt (LDR) (SC)	(W8FCAA)

Tab C (ARNG Schools) to Appendix 1 (RC Augmentation Units) to  
ANNEX T (TRAINING) to TMOPEs 1-97

The following ARNG Leadership Development (OCS) school battalions are not aligned with specific installations but provide a source of assets to support CTT and AOC refresher training of officers during mobilization. Instructor and Teach, Assess, Counsel (TAC) Officers from these units may be requested by any installation as a potential training base expansion augmentation element.

1 <sup>st</sup> Bn (OCS)/70 <sup>th</sup> Regt (MD)	(W8FBA1)
2d Bn (OCS)/218 <sup>th</sup> Regt (SC)	(W8FCA2)
1 <sup>st</sup> Bn (OCS)/169 <sup>th</sup> Regt (CT)	(W8FGA1)
2d Bn (OCS)/200 <sup>th</sup> Regt (AL)	(W8FKA2)
1 <sup>st</sup> Bn (OCS)/188 <sup>th</sup> Regt (CO)	(W8F4A1)
1 <sup>st</sup> Bn (OCS)/235 <sup>th</sup> Regt (KS)	(W8GBA1)
1 <sup>st</sup> Bn (OCS)/175 <sup>th</sup> Regt (MN)	(W8GFA1)

Appendix 2 (Planning Assumptions) to ANNEX T (TRAINING) to TMOPEs  
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1. SITUATION. See basic ANNEX.
2. MISSION. See basic ANNEX.
3. EXECUTION.

a. General. A fundamental planning assumption is that training base expansion occurs in a resource-constrained environment. On-hand structure, cadre, equipment, ammunition, and facilities, plus locally-available resources constrain initial training base capabilities. Upon the declaration of any level of mobilization, installations will probably lack the total resource requirements to expand the training base immediately. Pending receipt of resources in required quantities, trainers will optimize use of available equipment, personnel, facilities, and other assets and use innovative training strategies to maximize capability.

b. Assumptions. Certain standardized planning assumptions apply to training base expansion. Installations and USAR Divisions (IT) use these assumptions in their training base expansion planning, as appropriate. The local environment may alter their application, as well as cause planners to incorporate additional planning assumptions. However, the training base mission of producing MOS-qualified, combat-ready replacements, capable of surviving on the battlefield, must remain the primary consideration in all planning. Planning assumptions, by functional areas, are:

(1) General Assumptions.

(a) Commanders discontinue or reduce functions not deemed essential to the operation.

(b) Upon mobilization, only those resources actually on hand or already programmed are available initially.

(c) Installation commanders re-direct available resources to training base expansion upon mobilization, however, not at the expense of unit deployment missions and schedules. Coordinate use of later-deploying unit resources and non-TRADOC assets on a case-by-case basis. The parent unit chain of command must approve use.

(d) Fixed facilities and billets vacated by deploying units are available for installation training base expansion activities.

(2) Training. If the local environment and available resources permit, commanders may modify MOBPOI to conform to local conditions, with approval of the proponent.

(3) Personnel.

(a) Use current USATC/school/installation MOBTDA and USAR Division (IT) Modified Tables of Organization and Equipment (MTOE). Changes submitted to HQ TRADOC (ATTN: ATRM-FA), as directed, are the basis for tailoring the structure required.

(b) Currently-programmed RC training base units report with assigned personnel on hand, less five percent.

(c) HQDA may authorize military MOBTDA position fill during mobilization with retirees and IMAs, as programmed by the Mobilization Personnel Processing System (MOBPERS).

(d) Installation commanders may cross-level personnel between Major Army Command (MACOM) units on their installations during mobilization; however, installation personnel cross-leveling and redistribution actions between MACOMs must not leave any unit below minimum mission capability (C-3 rating). MACOM cross-leveling and redistribution taking a unit below a C-3 rating may not occur without HQDA approval.

(e) Per AMOPES, TRADOC training base units, i.e., USAR Divisions (IT), are exempt from cross-leveling or redistribution of drill sergeant and instructor assets unless HQDA approves.

(f) Some MOBTDA positions may be filled by civilians. Installations assess the local market and determine, week-by-week, the ability to fill the following:

1 New positions.

2 Positions presently valid.

3 Positions vacated by DA civilians ordered to active duty as members of the Ready Reserve.

4 Positions vacated by DA civilians recalled to active duty under the Retiree Recall Program.

5 Positions vacated by draft-eligible males.

(4) Equipment.

Appendix 2 (Planning Assumptions) to ANNEX T (TRAINING) to TMOPEs  
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(a) MOBERS directs redistribution of equipment, including Prepositioned Material Configured to Unit Sets (POMCUS) Unit Residual Equipment (PURE), to units IAW DA DCSOPS priorities. HQDA must approve redistribution of equipment in training base units, except internally within TRADOC.

(b) The only additional equipment resources initially available to the training base are:

1 On-hand organic equipment arriving with currently-programmed RC training base units.

2 Local procurement and unlimited stock funding. Installations must assess the local economy to determine availability of substitute equipment, e.g., transportation assets, tentage, etc.

3 Lease and rental of approved non-tactical vehicles and commercial equipment which may substitute for standard Army equipment.

4 Contracted commercial equipment required for services, e.g., laundry, food services, maintenance, transportation (NOTE: Whenever feasible, consider equipment pooling and issue of equipment only when actually required for training, together with increasing student-to-equipment ratios).

(5) Facilities.

(a) Compute billeting space for Basic Combat Training (BCT), One Station Unit Training (OSUT), and Officer Candidate Courses at 72 square feet per trainee; use 54 square feet per trainee for Advanced Individual Training (AIT), and enlisted Individual Ready Reserve (IRR) refresher courses.

(b) Assume diverted barracks are returned to troop housing where consolidation of administrative offices and storage areas is even remotely feasible, e.g., gymnasium, headquarters buildings of deploying units, etc.

(c) Troop billets identified for medical patient use are available for trainee housing until required by MEDCOM; allow sufficient lead time for necessary conversion based upon MEDCOM guidance.

(d) Family housing and dependent schools are not available for troop housing. Dependent schools may house medical patients if there are alternative plans for educating students.

(e) The only additional facilities available upon mobilization are:

1 Newly begun mobilization facilities if construction started after declaration of mobilization; determine beneficial occupancy based upon estimated construction time supplied by the Corps of Engineer District offices.

2 Non-Industrial Facilities (NIF) submitted on DD Form 26-2 (Non-Industrial Facility Allocation).

3 Mobilization-essential peacetime construction already under construction by the supporting Engineer District completed as scheduled or expedited following the declaration of mobilization (NOTE: installations submit their peacetime Military Construction Army (MCA) requirements to HQ TRADOC, ATTN: ATBO-G, as directed).

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND CONTROL. (See basic ANNEX).

Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to  
TMOPES 1-97

1. SITUATION.

a. General. This ANNEX provides training operations and management guidance for developing and implementing Service School, U.S. Army Training Center (USATC), and host installation mobilization training base expansion plans.

b. Enemy Forces. ANNEX B, Intelligence.

c. Friendly Forces. (See basic plan)

d. Assumptions. (See basic plan, basic ANNEX, and Appendix 2)

2. MISSION. See basic ANNEX.

3. EXECUTION.

a. Concept.

(1) Optimally, the current peacetime operating structure expands sequentially from a lower to a higher level of mobilization (Presidential Selected Reserve Call-up (PSRC), through Partial Mobilization, and Full Mobilization). As directed by HQ TRADOC, Mobilizing USAR organizations expand reception and training activities at TRADOC installations and establish new USATCs and reception centers, as required. Currently, six peacetime USATCs will be augmented/expanded, and one additional USATC (Ft Bliss) established (see TAB A to Appendix 1).

(2) Current DOD and HQDA guidance directs mobilization planning involving regional contingencies. For planning purposes, a Major Regional Contingency (MRC) does not proceed beyond Partial Mobilization. However, a MRC could proceed from PSRC, through Partial Mobilization and into Full Mobilization. Normally, training base expansion during PSRC and Partial Mobilization will result totally from the involuntary mobilization of the Individual Ready Reserve (IRR). At Full Mobilization, the call-up of all forces in the current force structure to active duty is authorized, fully equipped and manned.

(3) The highest level of mobilization, Total Mobilization, would require additional force expansion. TRADOC then establishes additional USATCs and RECBNs, in conjunction with deployment and unit activation schedules established by HQDA, as resources become available.

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(4) Mobilization Training Strategy. Branch and Service School proponents identify and develop courses required to fill and sustain Army forces world-wide during mobilization. These basic course lists comprise the proponent's mobilization training strategy, and establish what individual training Schools and USATCs conduct during mobilization. During peacetime, individuals receive much of their MOS-specific training after leaving the training base and joining a unit. Training base graduates during mobilization require a higher level of training than peacetime graduates. Mobilization graduates must have capability to: a) immediately deploy to a combat zone; b) survive under combat conditions; and c) without additional training on critical combat tasks, effectively perform all duties in a unit commensurate with their grade and skill level. Courses designated by the Branch or Service School proponent for continuation or commencement during mobilization comprise the Mobilization Army Program for Individual Training (MOB ARPRINT), which projects input loads and schedules for all mobilization courses (see paragraph. 3.a.(5), below). The following Tabs to this Appendix provide proponents detailed guidance to develop mobilization training strategies.

(a) Tab A - Mobilization Training Strategy for Enlisted IRR.

(b) Tab B - Mobilization Training Strategy for Enlisted Initial Entry Training (IET).

(c) Tab C - Mobilization Training Strategy for Noncommissioned Officers.

(d) Tab D - Mobilization Training Strategy for Commissioned and Warrant Officers.

(e) Tab G - Mobilization Training Strategy for Interservice Training Requirements.

(f) Tab H - Reception Operations During Mobilization.

(5) The Mobilization Army Program for Individual Training (MOB ARPRINT). The MOB ARPRINT is the primary planning document for training base expansion during all levels of mobilization for each JCS conflict scenario. It is a peacetime planning document, representing the projected (linked to FYs) training base output required to support a defined Army force during specified operational and contingency scenarios. Planners at all levels use MOB ARPRINTs to develop training base expansion plans, training strategies, mobilization resource shortage



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information, and structure documentation. Tab E provides procedures to develop and use the MOB ARPRINT.

(6) Training Base Expansion During Presidential Selected Reserve Call-up (PSRC) and Partial Mobilization.

(a) Currently, the primary emphasis of mobilization training base expansion planning centers on these initial levels of mobilization. Although still planned for, Full Mobilization is now considered far less likely and, if it occurs, would involve sequential progression through PSRC and Partial Mobilization.

(b) Mobilization training during Partial Mobilization (and PSRC if IRR call-up is directed) consists primarily of refresher training for involuntarily mobilized IRR personnel in common military skills and MOS-specific tasks, using MOBPOI. The IRR constitutes the largest of the Army's pretrained individual manpower categories. IRR personnel provide the primary source of fillers required to bring both Active Component and Selected Reserve units up to wartime required strength before deployment, and initial casualty replacements/fillers for the fighting theaters. Reclassification training to a new MOS may also be required for some IRRs. IRR refresher and reclassification training are in addition to programmed (peacetime) specialty training, which continue during PSRC and Partial Mobilization.

(c) USATCs and schools may selectively implement some or all of the following measures to increase critical peacetime course capacity.

- 1 Fill all classes to maximum capacity
- 2 Non-conduct some classes.
- 3 Reduce or eliminate non-training periods.
- 4 Increase student-to-instructor/equipment ratios.
- 5 Increase the number of training days per week and/or the number of hours trained daily.
- 6 Maximize training facilities use (e.g., Army Learning Centers (ALC), education and training support center classrooms, multiple-shift use of ranges, "round-robin" use of training sites, use of alternative training locations - outdoors vs. classroom, etc.).

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7 Selective implementation (by course) of MOBPOI may be directed by HQDA, through the training MACOM, for some peacetime courses. All MOBPOI are conducted using the expanded (60-hour) training week.

(d) Activation of Mobilization TDAs. (See paragraph. 1.d.(3), basic ANNEX).

(e) HQDA may authorize the mobilization of elements of some RC training base augmentation units, to include reception processing elements of the Divisions (IT), during any mobilization level to support mission loads.

(f) The MOB ARPRINT for a specified FY includes appropriate IRR mobilization courses with projected weekly training input, for each identified conflict scenario. This IRR refresher training will occur during PSRC and Partial Mobilization (prior to M-day/Full Mobilization). Tab E addresses MOB ARPRINT development.

(g) Enlisted members of the IRR, to include NCOs, receive a Western Union mailgram from the U.S. Army Reserve Personnel Command (AR-PERSCOM), ordering them to report to a designated TRADOC USATC installation for in-processing by a Reception Battalion and Common Task Training (CTT) refresher. IRR members then either receive MOS-specific refresher training at that installation or are transshipped to another (service school) installation where training in their MOS is conducted (see TAB A). Officer and Warrant Officer IRR members do not process through a USATC/RECBN, but report directly to their Branch schools for in-processing and MOS/AOC-specific refresher training (which will include refresher training on appropriate common tasks/skills, as determined by the AOC/MOS proponent)(see TAB D).

(h) MOS/AOC proponents will evaluate all IRR personnel (Officer, Warrant Officer, Enlisted) upon completion of processing onto active duty and CTT refresher (enlisted IRRs) to determine if they:

- 1 Qualify for immediate unit assignment.
- 2 Require MOS/AOC refresher training.
- 3 Have severely degraded skills which require complete retraining in their MOS/AOC.

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4 Are candidates for selective reclassification training and award of a new MOS/AOC because they possess a high-density, low-demand specialty.

(7) Training Base Expansion During Full Mobilization.

(a) Upon declaration of Full Mobilization, HQDA may authorize mobilizing all RC units in the existing approved force structure and all individual reservists. All individual training transitions from peacetime to mobilization standards.

1 All courses designated to continue immediately convert to MOBPOI.

2 All training operations are based upon an extended 60-hour scheduled training week; however, some courses, as specified by the POI, may be conducted using an academic week of greater or lesser duration, based on course material.

3 On-going classes of peacetime courses which do not continue during Full Mobilization accelerate, graduate students, and terminate as soon as possible (see Tabs B, C, and D). Local Military Personnel Offices (MILPOs) return graduating students to their units or report them as available for reassignment, IAW HQDA guidance and directives.

(b) At Full Mobilization, HQDA orders all RC training base augmentation units (Appendix 1) not already mobilized to their mobilization stations, IAW MOB PLANS alignments.

(c) Installations and USATCs implement MOBTDA's.

(d) The MOB ARPRINT for a conflict scenario that includes Full Mobilization provides an estimate of the time-phased input schedule for all courses conducted after M-day, based on HQDA's projection of anticipated training requirements. It includes specific courses designated by Branch and Service School proponents, reflecting their wartime training strategies. Tab E addresses MOB ARPRINT development.

(8) Mobilization Individual Training Policy.

(a) All Initial Entry Training (IET) during Full Mobilization strictly conforms to the prescribed MOBPOI (trainers may also be directed to use MOBPOIs during PSRC or Partial Mobilization on a course-by-course basis). The trainer's goal is to produce a soldier immediately capable of surviving on the battlefield and functioning as part of a unit, i.e., an MOS-

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qualified, combat-ready replacement. Trainers may increase instructor-to-student and equipment-to-student ratios over those prescribed by the MOBPOI provided such actions do not degrade training to an unacceptable level, but not by more than 100 percent over MOBPOI standards.

(b) Schedule and conduct training expeditiously and efficiently to make maximum use of instructors, equipment, facilities, and time. However, do not reduce training effectiveness or quality.

(c) Trainers will ensure that any use of substitute equipment items, to include training aids and simulators, instead of standard items of combat equipment, do not preclude course graduates from meeting proficiency standards for fully-trained and qualified combat replacements.

(d) Trainers make sure trainees reach minimum proficiency in each critical combat task before they progress to more advanced training or graduate from the course. MOBPOIs include basic combat skill proficiency and Soldier Readiness Program (SRP) qualification of prior-service personnel receiving reclassification training.

(e) No personnel may be deployed for OCONUS duty before completing required basic training (or its equivalent). Title 10, U.S. Code, establishes a period of not less than 12 weeks for that training. Therefore, all Non-Prior Service personnel who complete basic skill qualification in advance of the statutory 12-week training period will be provided meaningful applicable training in units or headquarters until they become eligible for deployment.

(f) Emphasize mastery of soldier skills throughout all IRR refresher training and IET courses. In addition to battlefield survival skills, place special emphasis on use and maintenance of uniforms, individual equipment and arms, development of observation and reporting skills, personal hygiene and first aid.

(g) Use simulators, mock-ups, or other training devices, as well as prescribed obsolete or civilian models of equipment, to the maximum extent allowed by the MOBPOI, to meet programmed training requirements.

(h) Incorporate lessons learned from combat operations, exercises, etc., into all training literature and programs of

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instruction as soon as possible to assure relevance of training to actual battlefield conditions.

(i) Use an opposing force representation of enemy tactics and techniques to emphasize doctrinal points pertinent to the training.

(9) Training Operations. The following policies provide training operations and management guidance for all training activity commanders:

(a) USATC commanders conduct Drill Sergeant and instructor training to meet projected sustainment requirements. HQ TRADOC schedules additional input to cadre courses to support the establishment of new mobilization USATCs.

(b) USAR Division (IT) instructors and Drill Sergeants must qualify in their MOS, at the skill level commensurate with their rank and pay grade, before earning Special Qualification Identifier (SQI) 'X' or 'H'.

(c) IRR refresher training (Partial Mobilization) and IET for both enlisted and officer accessions (Full Mobilization) receives the highest individual training resource priority during mobilization training base course expansion.

(d) Army guidance counselors do aptitude testing, classification, and assignment in the Military Entrance Processing Station (MEPS) prior to transporting individuals to Reception Battalions for processing into a BCT or OSUT company for training. The installation education and training support center administers aptitude testing not completed at the MEPS.

(e) Mobilization Reception Operations. (See Tab H).

(f) During Full Mobilization, a minimum of 200 trainees normally make up each BCT or OSUT company, as possible. As required during emergency surges, USATCs may fill and sustain trainee companies or classes at the following emergency (surge) levels, subject to expanded billeting available and square footage limitations.

- 1 Basic Combat Training (BCT) - 275 trainees.
- 2 One Station Unit Training (OSUT) - 275 trainees.
- 3 Advanced Individual Training (AIT) - as required.

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(g) Training unit commanders, especially those of Reception Battalions and BCT or OSUT units, emphasize countering the threat posed by communicable diseases, in particular, upper respiratory infections. At the first indication of such an outbreak, commanders establish immediate precautionary measures to prevent or limit contact of infected troops with those who have not been exposed. Unit commanders provide details of communicable disease outbreaks to HQ TRADOC, ATTN: ATCS-EOC, in daily Situation Reports (SITREP).

(h) Schedule training using an expanded training week (normally six days per week, ten hours training per day).

(i) Schedule available equipment, as required, for multiple shift usage of up to 20 hours each training day (consider necessary maintenance stand-down periods). Make maximum use of existing training resources before reporting a training resource shortage.

1 Eliminate cycle breaks unless equipment maintenance needs dictate otherwise.

2 Pool M-16 rifles and issue at the training site when possible.

3 Use M-16 rifle facsimiles for all training periods not requiring functional weapons.

4 Reduce driver training by conducting concurrently with other training activities.

5 Use the 5-mile (one way) walk or ride rule to compute transportation requirements. Reduce this distance to not less than two miles (one way) where lost training time becomes a degrading factor.

6 Maximize the use of Training Aids, Devices, Simulators, and Simulations (TADSS), mock-ups, etc., where practical.

(j) Schedule all indoor installation training facilities (classrooms, laboratories) on a 24-hour, multiple-shift basis. Schedule outdoor facilities (ranges, training areas) on a first-to-last light basis, as required, to meet training requirements. Additional facility considerations:

1 Conduct classroom instruction outdoors using austere training facilities, except when severe weather conditions exist.

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2 Implement utility conservation measures to the maximum extent possible.

3 Use leased latrines where local sewage systems require expansion.

4 Substitute trough-type wash basin and field showers for fixed facilities. Contract these when necessary.

5 Lease lights to support night training.

6 Use "hasty" ranges instead of standard range facilities, where feasible.

7 Use selected "round-robin" training sites.

(k) Place all training equipment and vehicles, except for individual organizational clothing, equipment, and weapons, in centralized pools and schedule to achieve maximum use.

(l) Do not divert TRADOC training resource assets from the individual training mission to meet other operational requirements without full coordination with HQ TRADOC, ATTN: ATCS-EOC.

(m) Schedule march and bivouac training to complement range and field training to reduce motor transport requirements.

(n) Make no attempt to establish a common start or graduation date for companies of a battalion. Companies begin training as soon as they are filled.

(10) Criteria for determining required training structure is provided at Tab F.

(11) Special Training Requirements.

(a) Training of Foreign Armed Forces Personnel. Retain foreign students enrolled in courses on M-Day in training until graduation of their class, unless their government terminates their attendance or they drop out through normal attrition processes. Establish MOS or other training courses to accommodate training requirements of foreign armed forces, IAW security assistance training agreements concluded after M-Day.

(b) Training of Personnel Who Possess Civilian-Acquired Skills (CAS). Award the MOS, with a commensurate skill digit, to

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Army accessions who possess technical accreditation as a journeyman in a trade skill that relates directly to an MOS, upon successful completion of BCT, IAW procedures contained in AR 601-210.

(c) Interservice Training Requirements. (See Tab G)

(12) Training Support. The U.S. Army Training Support Center (ATSC), Ft Eustis, VA., provides training support materials for training base expansion as well as for mobilizing and deploying units in the following areas: (see Appendix 4)

(a) Training devices and simulators.

(b) Training Literature (TM, SM, etc.).

(c) Audiovisual Programs (video disks, CD ROM, VCR tapes, etc.).

(d) Range equipment, targets, and target systems.

(e) Individual training support and testing.

(f) Army Correspondence Course Program (ACCP) materials.

(13) Automated Procedures for Transition from Peacetime to Mobilization Training Operations and Management. The Army Training Requirements and Resources System (ATRRS) provides a centralized training management database, with terminals at HQDA, TRADOC, other MACOMs, schools, and USATCs. ATRRS provides the capability to manage individual training requirements and programs for the Total Army.

(a) The ARPRINT. This is the primary Army report/document which establishes the annual peacetime approved training program, based on Total Army manpower requirements. The ARPRINT is used to allocate resources and serves as the basis for determining frequency of training (class schedules), and is developed in ATRRS.

(b) The MOB ARPRINT. This is the primary Army report/document which establishes projected mobilization training requirements for each mobilization course (see Tab E), for use in peacetime planning. The MOB ARPRINT is developed in the Mobilization Planning System (MPS), a subsystem of ATRRS.



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(c) Upon mobilization, mobilization training requirements will be executed using the Training Resources Arbitration Panel (TRAP) process. ATRRS programmers and schedulers use the same TRAP process used in peacetime to assess training capability and schedule additional (mobilization) training requirements. Some database changes occur to transition from peacetime to mobilization training operations and management. ATRRS changes in the following areas:

1 Course Administrative Data (CAD). At Partial Mobilization, peacetime courses continue and some new mobilization-only courses (e.g., IRR Refresher courses) are added to ATRRS when warranted by new training requirements. At Full Mobilization, some peacetime courses transition to MOBPOI and continue, and some new mobilization-only courses are added. ATRRS (MPS) stores CAD for mobilization courses in order to quickly add them to ATRRS operational files for MOBARPRINT development or actual execution during mobilization.

2 Course Training Requirements. The TRAP process is used during peacetime to process increases or decreases to approved (ARPRINT) training requirements and programs. The TRAP process, which requires close coordination between training managers at all levels, is also used during mobilization to expeditiously process mobilization training requirements, assess training base capability, and establish in-processing/training schedules.

3 Class Schedules. Revise or establish operating class schedules for all courses to meet the different levels of mobilization training requirements:

a Some peacetime courses may discontinue, with all future classes canceled.

b Some peacetime courses continue, requiring an increased or decreased number of scheduled classes.

c New courses that start at mobilization have class schedules established.

4 Class quotas and reservations are continually managed to meet new training requirements.

b. Tasks.

(1) Branch Proponents and Service School Commandants.

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(a) Develop comprehensive mobilization training strategies, IAW paragraph. 3.a.(4), and Tabs A, B, C, D, and G.

(b) Conduct training capability analyses and identify training resource shortages for development of FY MOB ARPRINTs, as directed by HQ TRADOC, IAW Tab E.

(c) Develop or revise organization MOBTDA, as directed by Deputy Chief of Staff for Resource Management (DCSRM), HQ TRADOC.

(2) Commanders, USATCs, training units and organizations designated to support training base expansion.

(a) Conduct training capability analyses and identify training resource shortages to develop MOB ARPRINTs, as directed by HQ TRADOC, IAW Tab E.

(b) Develop or revise organization MOBTDA, as directed by DCSRM, HQ TRADOC.

(c) Develop a training base expansion plan Annex to the Installation Mobilization Plan (see Appendix 6).

c. Reporting. Report Reception Battalion, USATC, and Service School trainee processing and population status on a daily basis via the installation SITREP to HQ TRADOC, ATTN: ATCS-EOC (see Appendix 1 to ANNEX C).

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND CONTROL. (See basic ANNEX).

Tabs:

- A. Mobilization Training Strategy for Enlisted IRR.
- B. Mobilization Training Strategy for Enlisted Initial Entry Training (IET).
- C. Mobilization Training Strategy for Noncommissioned Officers
- D. Mobilization Training Strategy for Commissioned and Warrant Officers
- E. The Mobilization Army Program for Individual Training (MOB ARPRINT).
- F. Training Structure.
- G. Mobilization Training Strategy for Interservice Training Requirements.
- H. Reception Operations During Mobilization.

Tab A (Mobilization Training Strategy for Enlisted IRR) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

1. SITUATION. See basic ANNEX.
2. MISSION. See basic ANNEX.
3. EXECUTION.

- a. Concept of Operations.

- (1) General.

- (a) Individual Ready Reserve (IRR) members provide the primary early source of filler and replacement personnel during a mobilization. Mobilization training for activated IRR members focuses on in-processing, Common Task Training (CTT) refresher, assessment of MOS proficiency and providing MOS-specific refresher training, as required, prior to deployment. Also, some IRR may require reclassification training to a new MOS.

- (b) Training for IRR members occurs primarily during Partial Mobilization, but could extend into Full Mobilization should a crisis situation continue through that level.

- (c) The Volunteers for Early Access to the Ready Reserve (VEARR) concept, previously the Selective Reserve Augmentee (SRA) program, would establish a special category of IRRs which is intensively managed by HQDA/AR-PERSCOM. VEARR personnel are expected to possess a high level of MOS skill proficiency, requiring little or no MOS-specific refresher training before deployment. If implemented, VEARR personnel may be mobilized during PSRC (vice Partial Mobilization, for other IRRs).

- (d) All involuntarily mobilized IRR enlisted personnel, in all Army specialties, in-process to active duty at designated TRADOC reception/USATC sites. There are currently seven mobilization USATCs (see TAB A to Appendix 1). After processing through the Reception Battalion, IRRs receive CTT refresher at the same (USATC) installation. CTT refresher is followed by MOS-specific refresher training in those job tasks deemed critical by the MOS proponent. The in-processing/training concept for enlisted IRR is depicted at enclosure 1.

- (e) Upon completion of CTT refresher at the USATC site, some IRR personnel, depending on MOS, may remain at the USATC installation for their MOS-specific refresher training. Others will require transshipment to a Service School for that training. Enclosure 2 depicts the reception in-processing site and those enlisted IRR specialties that will train on-station at the USATC

Tab A (Mobilization Training Strategy for Enlisted IRR) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

site or require transshipment to a Service School. MOSs in parenthesis on the diagram (Encl 2) are either specialties which train at non-proponent sites or MOSs for which Skill Level 10/20 IRR personnel in-process/receive CTT refresher and MOS refresher training at different sites than the personnel in the same MOS but at Skill Level 30/40 (e.g., MOS 68N10/20 in-processes/-receives CTT refresher at Ft Knox and transships to Ft Eustis for refresher training. MOS 68N30/40 in-processes/receives CTT refresher at Ft McClellan and transships to Ft Rucker.).

(f) IRR Refresher Courses. Specially-designed courses, using MOBPOI, will be used for CTT and MOS-specific refresher training of enlisted IRR personnel.

1 Common Task Training (CTT). A short (3-day) MOBPOI covering basic survivability and individual weapons training. CTT refresher is conducted at the designated mobilization USATC sites for all MOS, immediately after completion of Reception Battalion processing. All involuntarily-mobilized enlisted IRRs will complete CTT refresher, regardless of their MOS proficiency level.

2 IRR Rapid Train-Up (RTUP) Courses. Short (2-week) courses for IRR members who were recently in a unit and whose MOS proficiency has been least seriously degraded (e.g., IRR personnel in the RT-18 (recently trained within last 18 months)). Conducted for IRR personnel at Skill Level 10/20 and Skill Level 30/40 (NCOs).

3 IRR Refresher Courses. Longer (4-week) courses for IRR members whose MOS skills have undergone greater decay. These courses provide additional iterations of the same critical MOS-specific tasks incorporated in the RTUP course. Conducted for IRR personnel at Skill Level 10/20 and Skill Level 30/40 (NCOs).

4 IRR Reclassification Training. IRR soldiers selected for reclassification to a new MOS attend the existing MOSQ Advanced Individual Training (AIT) course for the new MOS (HQ TRADOC directs use of either the peacetime or mobilization AIT POI for reclassification training during PSRC/Partial Mobilization).

5 Enclosure 3 depicts types of IRR mobilization courses.

(d) CTT and MOS-specific refresher training for IRR during Partial Mobilization occurs in addition to scheduled

Tab A (Mobilization Training Strategy for Enlisted IRR) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

(peacetime) training programs, which continue until declaration of Full Mobilization.

b. Tasks.

(1) Branch and Course Proponents. Develop and maintain mobilization Programs of Instruction (MOBPOI) for IRR Rapid Train-Up (RTUP) and IRR Refresher courses. Develop separate POI to train Skill Level 10/20 and Skill Level 30/40 personnel in each MOS included in the proponent's mobilization training strategy.

(2) Schools and USATCs. Establish plans to conduct IRR CTT and MOS-specific refresher training during mobilization, in accordance with paragraph. 3.a.(6), Appendix 3, and the MOB ARPRINT.

c. Coordinating Instructions.

(1) The MOB ARPRINT for each Joint Chiefs of Staff (JCS) conflict scenario depicts training base expansion during Partial Mobilization. Each MOB ARPRINT will, however, include only those IRR RTUP and IRR Refresher courses needed to accommodate projected (MOS) requirements for the specific service being addressed. Thus, a FY MOB ARPRINT may not include a requirement to train IRRs in some MOSS that are conducted during peacetime.

(2) For mobilization planning purposes, projected MOB ARPRINT IRR training requirements for Partial Mobilization should be considered in addition to the on-going peacetime training programs, which will continue until declaration of Full Mobilization. Thus, planners should overlay the IRR training requirements onto their scheduled peacetime training programs to reflect the total time-phased training mission of the installation during Partial Mobilization.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

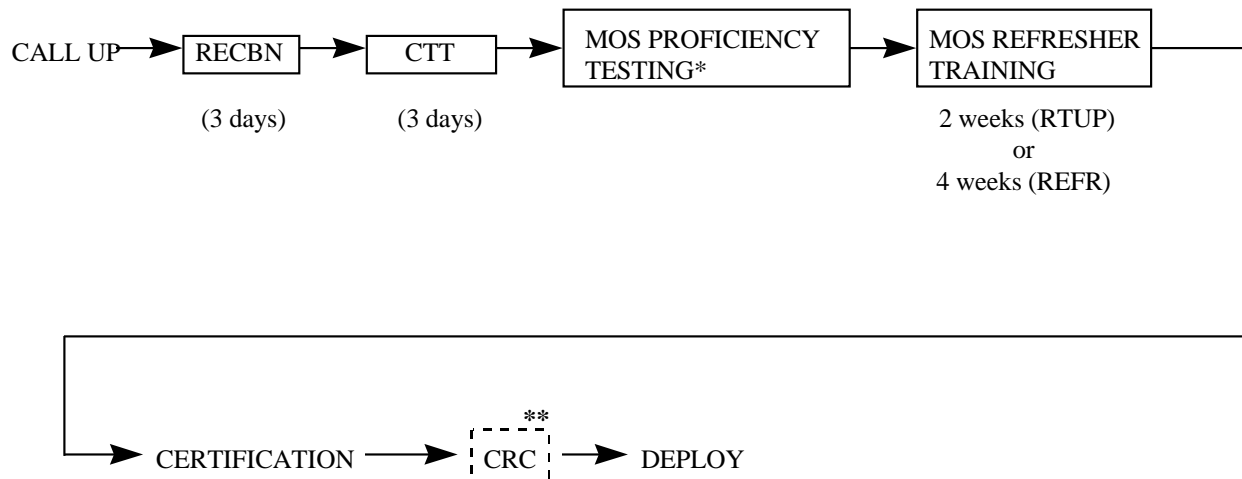
5. COMMAND AND CONTROL. (See basic ANNEX).

Enclosures:

1. In-processing/Training Concept
2. Enlisted IRR MOS Refresher Training Sites
3. IRR Mobilization Courses.

Enclosure 1 (In-Processing/Training Concept) to Tab A  
(Mobilization Training Strategy for Enlisted IRR) to Appendix 3  
(Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

ENLISTED IRR MOBILIZATION



\* May be done during 3 day RECBN or 3 day CTT; personnel are deployable at any point after CTT if certified by proponent.

\*\* Personnel assigned to an OCONUS theater of operations will process through a CRC before deployment.

Enclosure 2 (Enlisted IRR MOS Refresher Training Sites) to Tab A (Mobilization Training Strategy for Enlisted IRR) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

### ENLISTED IRR MOS REFRESHER TRAINING SITES

<u>RECBN</u>	<u>TRAIN ON STATION</u>	<u>TRANSHIP TO</u>
<u>Jackson:</u>	AG/Finance Veh Maint (63B10, 63S10) Chaplain	Ft Lee (QM)
<u>Knox:</u>	Armor Tank Maint	Ft Eustis (Tran, Avn Log) (67N30, 67V30, 68H30, 68N10, 88M30) Ft Meade (DINFOS/AFIS) Norfolk (Music)
<u>L. Wood:</u>	Engineer Drivers (88M10)	Ft Belvoir (Def Map) Goodfellow AFB (51M10)
<u>Benning:</u>	Infantry	Ft Gordon (Sig) Ft Bragg (SOF)
<u>*Bliss:</u>	ADA	Ft Sam Houston (Med) Ft Huachuca (Intel) Goodfellow AFB (98C10, 98G10) Pensacola (98K10) Aurora (42E, 91A)
<u>McClellan:</u>	MP Chemical	Ft Rucker (Avn) (67N10, 67V10, 68N30) Redstone (M&M) Panama City (00B10) Pensacola (25V10) Keesler AFB (35H10)
<u>Sill:</u>	FA	Aberdeen PG (Ord) (63B30) Sheppard AFB (51K10, 52G10, 68H10)

\*New USATC; established at Partial Mobilization.

Enclosure 3 (IRR Mobilization Courses) to Tab A (Mobilization Training Strategy for Enlisted IRR) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

#### IRR MOBILIZATION COURSES

- Common Task Training (CTT) Refresher (3 days)
  - M16A2 rifle marksmanship, survivability training
  - Conducted at designated TRADOC reception/USATC sites.
- IRR Rapid Train-Up (RTUP) (2 weeks)
  - Screening/evaluation
  - MOS critical task training
  - MOS proficiency certification
  - Based on MOS, may be conducted at either the USATC or a Service School site.
- IRR Refresher (4 weeks)
  - Screening/evaluation
  - MOS critical task training
  - MOS proficiency certification
  - Based on MOS, may be conducted at either the USATC or a Service School site.
- IRR Reclassification (Avg 9 weeks)
  - MOSQ training (AIT course)
  - Awards new MOS
  - Based on MOS, may be conducted at either the USATC or a Service School site.



Tab B (Mobilization Training Strategy for Enlisted Initial Entry Training) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

1. SITUATION. See basic ANNEX.

2. MISSION. See basic ANNEX.

3. EXECUTION.

a. Concept of Operations.

(1) General.

(a) Enlisted Initial Entry Training (IET), the introductory training given all enlisted personnel upon entering the Army, consists of Basic Combat Training (BCT) and Advanced Individual Training (AIT), or One Station Unit Training (OSUT).

1 BCT focuses on soldier skills and common tasks.

2 AIT (and the MOS portion of OSUT) qualifies soldiers in an assigned Military Occupational Specialty (MOS), and builds on the soldier skills acquired in BCT.

3 OSUT combines BCT and MOS qualification training into one course, conducted at one installation in the same company-sized unit, with the same cadre. The BCT portion of OSUT focuses on soldier skills and common tasks. The OSUT mode currently applies for selected MOS only.

(b) Functional Training.

1 Trainers may use specialized courses, other than IET, to train selected soldiers in specific critical skills. These courses are in addition to or are in sequence with MOS qualification training and award either an Additional Skill Identifier (ASI), Special Qualification Identifier (SQI), or Language Code (LC), if applicable, upon completion of training.

2 Proponents designate selected functional courses for inclusion in their mobilization training strategies and develop MOBPOIs for those courses, and list them in the MOB ARPRINT.

(c) MOBPOI for Enlisted IET. During peacetime, IET provides basic military combat skills and apprentice-level technical skills to award a MOS; the individual acquires a significant portion of his or her MOS qualification training after joining a unit. Conversely, during mobilization, training base IET graduates require a higher level of training, since time

Tab B (Mobilization Training Strategy for Enlisted Initial Entry Training) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

available for in-unit training is not available or limited. Mobilization IET courses must produce personnel immediately available for assignment to a combat zone, capable of surviving under combat conditions, and, without additional training, able to effectively perform all tasks associated with their MOS, grade, and Skill Level. At Full Mobilization, all enlisted IET normally transition to MOBPOIs to accommodate a faster training tempo, with exclusion of any training which does not directly support mission accomplishment and survival on the battlefield.

(2) Enlisted IET During Presidential Selected Reserve Call-up (PSRC) and Partial Mobilization. Normally, BCT, AIT, and OSUT courses continue under programmed peacetime schedules during PSRC and Partial Mobilization (training base expansion is expected to involve only IRR refresher training during PSRC/Partial Mobilization, with IET continuing unchanged). However, HQ TRADOC may direct selective implementation of MOBPOI for some enlisted IET courses during PSRC and Partial Mobilization, if required. HQDA may also significantly increase (through rescheduling accessions) some MOS-qualification course requirements without implementing MOBPOI. Schools and USATCs may also selectively implement measures to increase course capacity in order to accelerate accomplishment of the programmed (peacetime) training requirements (see paragraph 3.a.(6)(c), this Appendix).

(3) Enlisted IET During Full Mobilization. At Full Mobilization, all IET courses convert to MOBPOI using an expanded training week to accommodate the significantly increased training loads anticipated to support the deploying/deployed force. Members of activated RC units who have not completed IET and do not deploy with their units become a major source of trainee input to IET immediately after M-Day. Other early input to IET includes:

(a) Individuals evaluated by trainers to have an obsolete MOS, or who qualify in an MOS that is excessively over-strength, are enrolled in reclassification training in an under-strength MOS IAW the Full Mobilization requirements of the Total Army.

(b) Individuals identified at M-Day by personnel managers as having completed BCT or Phase I (BCT phase) of an OSUT Split Training Option (STO), but are not yet in MOS training, may enroll in a different MOS course more consistent with Total Army Full Mobilization requirements, rather than the

Tab B (Mobilization Training Strategy for Enlisted Initial Entry Training) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

originally scheduled MOS training (see paragraph. 3.a.(4)(a), below).

(c) Non-Prior Service accessions (Full Mobilization volunteers or draftees).

(4) Special Training Requirements.

(a) Training for Reclassification to a New MOS. Many individuals available for assignment at Full Mobilization may have either obsolete skills or skills in over-strength MOSs. These personnel enter the training base directly for MOS qualification training in a new specialty. Training unit commanders must integrate the following basic combat skills into their basic MOS and make sure that all individuals accomplish Soldier Readiness Program (SRP) processing upon completion of their training:

1 Physical fitness training to meet current Army standards.

2 Nuclear, biological, and chemical (NBC) defense.

3 Basic Rifle Marksmanship (BRM) to meet minimum qualification standard for SRP and demonstrate a satisfactory ability to properly maintain the individual weapon.

4 Individual tactical training within the context of the MOS training being conducted.

(5) The MOB ARPRINT provides projected time-phased input schedules for all mobilization courses during each level of mobilization (see paragraph. 3.a.(5), this Appendix, and Tab E). (NOTE: Since IET courses are expected to continue at peacetime levels during PSRC/Partial Mobilization, training base expansion for IET will normally only be reflected in MOB ARPRINTs for Full Mobilization, when MOBPOI are implemented for all IET courses.)

b. Tasks.

(1) Branch and Course Proponents. Design mobilization training strategies for enlisted IET IAW paragraph 3.a., basic ANNEX, and develop appropriate MOBPOI and courses for implementing those strategies.

Tab B (Mobilization Training Strategy for Enlisted Initial Entry Training) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

(2) Schools and USATCs. Establish plans to conduct enlisted IET during mobilization IAW established mobilization training strategies and the MOB ARPRINT.

c. Coordinating Instructions.

(1) Trainees who demonstrate extraordinary learning or leadership ability may receive training in higher skill level tasks and, concurrently, serve as peer instructors or leaders upon mastery of prescribed tasks. Trainers may recommend them for NCO or officer training, if not already selected.

(2) Field training in BCT (and the BCT portion of OSUT) reinforces previously-learned tasks and must focus on soldier survival skills and field operations. AIT field training must focus on field application of MOS technical skills and provide reinforcement of all survival skills. Training should occur in an austere field environment, as possible, under all conditions of weather and during night and daytime operations to simulate the stress, sounds, and conditions of battle. All soldiers must have the opportunity to experience and demonstrate their skills to the prescribed standards under these conditions.

(3) OSUT companies and batteries have an inherent organic capability to conduct BCT or the combat arms AIT associated with their OSUT specialty. HQ TRADOC may direct those training organizations or trainers to conduct BCT or AIT, as required.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND CONTROL. (See basic ANNEX).

Tab C (Mobilization Training Strategy for Noncommissioned Officers) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

1. SITUATION. See basic ANNEX.
2. MISSION. See basic ANNEX.
3. EXECUTION.

- a. Concept of Operations.

- (1) General.

- (a) Upon declaration of a Presidential Selected Reserve Call-up (PSRC) or Partial Mobilization, NCO Education System (NCOES) and NCO functional courses continue scheduled peacetime training programs using proponent developed and approved peacetime course POIs. If required, TRADOC may, with HQDA concurrence, selectively implement MOBPOI for programmed peacetime training if necessary to meet the requirements of the supported force reflected in a specific contingency scenario. TRADOC may also implement any or all of the measures to increase training capacity (paragraph 3.a.(6)(c), basic ANNEX), as needed. Additionally, IRR NCOs will be mobilized in MOSs needed during PSRC/Partial Mobilization, and will be in-processed and receive CTT/MOS-specific refresher training using special MOBPOI, IAW procedures outlined in TAB A.

- (b) The MOB ARPRINT projects time-phased input schedules for all mobilization courses, and for each level of mobilization. MOB ARPRINTS are developed for each JCS-developed contingency scenario.

- (c) Upon declaration of Full Mobilization, NCO training is directed toward providing the required numbers of fully trained NCOs in specific MOSs to support the replacement stream. During Full Mobilization, all peacetime training programs are terminated, and all NCO training that continues will be conducted using MOBPOIs. Trainers implement policies outlined in basic ANNEX.

- (d) For planning purposes, Figure 1 provides a disposition matrix of peacetime NCOES courses in NCO Academies (NCOA) and NCO functional courses in schools during various mobilization levels.

Tab C (Mobilization Training Strategy for Noncommissioned Officers) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

COURSE	PEACETIME	PSRC & PARTIAL MOB	FULL MOB
PLDC	Open	Open (-)	Open (-)
BNCOC	Open	Open (-)	MOB BNCOC
ANCOC	Open	Open	Close
SMC	Open	Open	Close
BSNCOC	Open	Open	Close
FSC	Open	Open	Close
CSMC	Open	Open	Close

(-) Indicates NCOA may close with approval of MACOM Commander.

Figure 1

(2) Planning Assumptions. (See basic plan, basic ANNEX and Appendix 2).

(a) Likely crisis scenarios in the foreseeable future involve the resolution of regional conflicts of short duration requiring rapid response by the Army.

(b) During PSRC and Partial Mobilization, NCOAs will continue to train approved peacetime programs as the Army would still require experienced junior leaders trained to the standards of Primary Leadership Development Course (PLDC) and Basic NCO Course (BNCOC). Commanders may defer individual attendance at Advanced NCO Course (ANCOC) and Sergeants Major Course (SMC) due to mission requirements, but, schools do not close unless HQ TRADOC directs.

(c) Mobilization training initiatives begun during PSRC/Partial Mobilization (i.e., IRR refresher training) continue as required during Full Mobilization.

(3) During PSRC or Partial Mobilization dispose of NCOES and NCO functional courses as follows:

(a) U.S. Army Sergeants Major Academy (USASMA) continues to train the SMC, Command Sergeants Major Course (CSMC), First Sergeants Course (FSC), and Battle Staff NCO Course (BSNCOC).

Tab C (Mobilization Training Strategy for Noncommissioned Officers) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

(b) ANCOC at TRADOC Service Schools continues under peacetime POI.

(c) BNCOC (-) and Primary Leadership Development Course (PLDC) (-) continue. (-) indicates MACOM commanders may terminate NCOES courses at their subordinate installations due lack of students, equipment, or instructors. Installation and MACOM commanders must consider regional and installation NCOES course responsibilities in their decisions to terminate courses.

(d) NCO Academy (NCOA) Commandants have the authority to declare students graduates and issue diplomas provided course POI requirements have been met. NCOA Commandants may accelerate courses as appropriate to achieve early graduation. Prior to closing an NCOA, commandants must complete all student Academic Evaluation Reports (DA Form 1059) and diplomas.

(e) Commanders release students assigned to the installation to their units upon completion or termination of the course. Also, they return students in a Temporary Duty (TDY) and Return status to their units upon completion or termination of the course.

(f) Installation commanders reassign staff and faculty of closed NCOAs within the installation. Commandants track staff and faculty to facilitate reopening of the NCO Academy upon return to peacetime operations.

(4) Disposition of NCOES courses and NCO functional courses upon declaration of Full Mobilization:

(a) During Full Mobilization, NCO training provides the required numbers of fully-trained NCOs to support the replacement stream. MACOMs and Branch proponents identify and develop MOBPOI to support the MOB ARPRINT for any specific operational scenario.

(b) All continuing courses immediately transition to mobilization courses (MOBPOI). MOBPOI must produce soldiers who are immediately deployable without benefit of additional training in the unit.

(c) Some functional courses may be discontinued, IAW proponent mobilization training strategies. In-session classes of peacetime courses that do not continue during Full

Tab C (Mobilization Training Strategy for Noncommissioned Officers) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

Mobilization (e.g., ANCOC, SMC) accelerate, graduate students, and terminate as soon as possible. MACOMs establish plans at declaration of Full Mobilization for disposition of students, staff and faculty, IAW HQDA guidance.

(d) All training operations will be conducted using an extended (normally 60-hour) scheduled academic week, however, some courses, as specified in the MOBPOI, may have an academic week of greater or lesser duration, based on course material.

(e) When commanders suspend or terminate courses during transition from peacetime to any level of mobilization, they identify resulting changes to staff. Installation commanders reassign excess staff and faculty as required. Proponents retain sufficient staff and faculty to continue or restart suspended or terminated courses. Commanders report excess staff and faculty resulting from these transitions to HQ TRADOC, ATTN: ATCS-EOC, for reassignment.

(f) Institutions conducting NCOES courses (PLDC, BNCOC, ANCOC, SMC) and related NCO functional courses (BSNCOC, FSC, and CSMC) accelerate courses and graduate students. Disposition of NCOES and related NCO functional courses:

1 PLDC. Course continues in the accelerated mode. Upon approval of MACOM commanders, NCOAs belonging to mobilized or deployed units may terminate the course.

2 BNCOC.

a Terminate BNCOCs determined by HQ TRADOC to be not required. Likewise, terminate BNCOCs conducted at all OCONUS locations (USAREUR, USARPAC and USARSO) and at FORSCOM installations.

b Other BNCOC courses transition to the MOB BNCOC POI, accelerate and graduate students. MOB BNCOCs continue for soldiers with combat arms, combat support, and combat service support MOs in order to attend NCOAs at TRADOC installations.

3 ANCOC. Course terminates upon graduation of accelerated classes.



Tab C (Mobilization Training Strategy for Noncommissioned Officers) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

4 SMC. Course terminates upon graduation of the accelerated class.

5 BSNCO, FSC, and Command Sergeants Major Designee (CSMD) Course all terminate upon graduation of the accelerated class.

6. Drill Sergeant School (DSS) and Cadre Training Course (CTC) accelerate and continue using a MOBPOI. USAR Division (IT) DSS personnel augment DSS and CTC at TRADOC USATCs, as directed by HQ TRADOC.

(g) Disposition of Students, Faculty and Staff upon termination or graduation of courses:

1 CONUS and OCONUS assigned students in TDY and return status return to their units.

2 The local MILPO reports CONUS and OCONUS assigned students in TDY enroute status to PERSCOM for reassignment.

3 Installation commander reassigns excess staff and faculty as required. Proponents retain sufficient staff and faculty to accommodate continuation and/or restart of suspended or terminated courses.

b. Concept for development of MOB BNCOC Courses:

(1) Proponents for Skill Level 1 MOS producing courses determine which MOSs require a MOB BNCOC based on DA projected operational requirements, which consider anticipated casualty rates, force structure considerations and other post-mobilization training needs. Normally, each Skill Level 1 MOS-producing course that continues during mobilization requires a follow-on MOB BNCOC. Possible exceptions are MOSs that merge at Skill Levels 2 and 3.

(2) USASMA and MOS proponents share in the development of a two phased MOB BNCOC POI for training NCO sustainment required during mobilization. USASMA develops Phase I, consisting of Critical Leadership Tasks (CLT) from the current PLDC and the peacetime BNCOC CLT. Proponents develop a battle focused Phase II consisting of critical Skill Level 2 technical

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tasks normally trained in the unit and the critical Skill Level 3 technical tasks from the current peacetime BNCOC.

(3) This concept enables a soldier to rapidly assimilate leader, technical, and tactical skills from both Skill Levels 2 and 3 to assume a Skill Level 3 leadership position.

c. Reserve Component (RC) students attending NCOES and functional training courses, upon declaration of Full Mobilization, terminate from the course and return to their assigned units, except as follows:

(1) Students attending BNCOCs comply with the policy for BNCOC stated above. If the course continues after mobilization, students complete the course and then return to their assigned units. If the course terminates, students return to their assigned units immediately.

(2) Students attending PLDC continue in the accelerated course, graduate, and then return to their assigned units.

d. TRADOC DSS and CTC.

(1) Upon Full Mobilization, in-session peacetime DSS courses accelerate and students graduate. Proponents implement mobilization POI for all future classes.

(2) The CTC continues using MOBPOI during Full Mobilization.

(3) USAR Division (IT) DSSs augment existing peacetime DSSs and CTCs at TRADOC installations as directed by HQ TRADOC.

f. Tasks.

(1) Course Proponents. Develop MOB BNCOC and DSS courses IAW guidance above.

(2) School Commandants. Establish contingency plans to dispose and conduct NCOES and NCO functional courses IAW guidance above.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

Tab C (Mobilization Training Strategy for Noncommissioned Officers) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

5. COMMAND AND CONTROL. (See basic ANNEX).

Tab D (Mobilization Training Strategy for Commissioned and Warrant Officers) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

1. SITUATION. See Basic ANNEX.
2. MISSION. See basic ANNEX.
3. EXECUTION.

- a. Concept of Operations.

(1) General. Proponent training strategies for Commissioned Officers and Warrant Officers will reflect appropriate responses to regional contingencies which may occur with very little warning. IRR and other Reserve Component officers and Warrant Officers, including recalled retirees, may require immediate refresher training to support AC and RC units identified for immediate deployment. Officer/Warrant Officer training supports the concept of providing immediate and sustainable combat power in support of approved OPLANS, CONPLANS, and no-plan contingencies for any region in the world. Officer training responses support specific mobilization levels and address PSRC, Partial Mobilization, and Full Mobilization, as appropriate. Training institutions must recognize that mobilization may not progress sequentially from a lower level to a higher level and plan accordingly.

(2) Direct Appointments: If necessary, HQDA may procure qualified individuals, with or without prior military service, as temporary active duty Officers or Warrant Officers to meet mobilization requirements which the Reserve Components cannot provide. PERSCOM evaluates the training needs of individuals procured under such programs prior to deployment and identifies them to appropriate TRADOC Schools.

(3) Newly Commissioned Officers and Warrant Officers must complete minimum essential Branch training prior to deployment.

(4) Officer training institutions may be directed, on order, to provide refresher training to RC unit members, military retirees, and IRRs ordered to active duty.

(5) MOBPOIs for officers/warrant officers should integrate all wartime critical tasks to prepare students for deployment as fully qualified combat replacements upon graduation (see paragraph 3.c.(1)(e) and 3.c.(2)(g) below).

(6) During mobilization, parent units may recall student officers attending the Combined Arms and Services Staff School

Tab D (Mobilization Training Strategy for Commissioned and Warrant Officers) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

(CAS3) upon formal request to Commandant, CGSC, by the first Colonel and with concurrence by the first general officer in the student's chain of command.

(7) In-session Pre-Command Courses (PCC) continue until terminated by HQDA.

(8) In-session Command and General Staff College (CGSC) and School of Advanced Military Studies (SAMS) courses continue until terminated by HQDA.

b. Presidential Selected Reserve Call-Up (PSRC).

(1) Warrant Officer Education System (WOES).

(a) Programmed peacetime training programs continue, but planners will anticipate potential increases to student loads. Proponent schools may be directed to implement MOBPOI on order.

(b) HQDA considers mobilized warrant officers of the Selected Reserve (RC unit members, IMAs, AGR) to be qualified for immediate deployment. However, if unit or mobilization station commanders consider MOS-specific refresher training necessary, they must contact appropriate Branch proponent schools for training availability and scheduling.

(c) Proponent schools administer a Technical Certification Diagnostic Examination (TCDE) to Warrant officers reporting for refresher training to determine their level of proficiency. They schedule appropriate refresher training based on the results of the TCDE. In the event the warrant officer satisfactorily passes all parts of the examination, he or she is available for immediate return or reassignment to deploying units.

(2) Officer Education System (OES).

(a) Programmed peacetime training programs continue during PSRC/Partial Mobilization, but planners must anticipate increases to student loads. Proponent schools may be directed to implement MOBPOI on order.

(b) If the unit or mobilization station commander believes mobilized officers of the Selected Reserve (unit members, IMAs, AGR) require refresher or technical training before deployment, they must contact branch proponent schools for training availability and scheduling.

Tab D (Mobilization Training Strategy for Commissioned and Warrant Officers) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

(c) CAS3, CGSOC, SAMS, and PCC continue to operate. Units may withdraw selected individuals to meet Army requirements by formal request to the school commandant from the first Colonel and with concurrence of the first General Officer in the student's chain of command.

(d) The Army War College (AWC) and the National Defense University (NDU) continue to operate.

c. Partial Mobilization.

(1) WOES.

(a) Upon Partial Mobilization, all programmed peacetime training continues. TRADOC may direct Warrant Officer training activities to implement MOBPOI for on-going peacetime courses, if required.

(b) Warrant Officer Candidate School (WOCS) continues using either the peacetime or MOBPOI, as directed by TRADOC. If use of the MOBPOI is directed during Partial Mobilization, course directors implement the Full Mobilization guidelines provided at paragraph 3.d, below.

(c) Unless TRADOC orders termination, Warrant Officer Advanced Courses (WOAC) continue. Upon termination, trainers implement Full Mobilization guidelines.

(d) Unless TRADOC orders termination, Warrant Officer Staff Courses (WOSC) continue. If terminated, trainers implement Full Mobilization guidelines for disposition of students and cadre.

(e) Warrant Officer refresher training.

1 HQDA considers mobilized warrant officers of the Selected Reserve (unit members, IMAs, AGR) to be qualified for immediate deployment. However, if the unit or mobilization station commander considers MOS-specific refresher training necessary, they must contact appropriate Branch proponent schools for training availability and scheduling.

2 During PSRC/Partial Mobilization, IRR warrant officers will be involuntarily mobilized to meet Army requirements. Mobilized IRR warrant officers will be in-processed at their Branch school installations, based on orders issued by AR-

Tab D (Mobilization Training Strategy for Commissioned and Warrant Officers) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

PERSCOM. Branch proponents will evaluate MOS proficiency of reporting IRR warrant officers to determine if they:

a Can be certified for deployment by the proponent without further training, and are available for immediate assignment to a deploying unit.

b Require MOS-specific refresher training before they can be certified for deployment.

3 TRADOC schools will administer TCDE to determine MOS proficiency level of Warrant Officer IRRs.

4 IRR warrant officers determined to require refresher training will attend specially designed refresher courses (MOBPOI) at their Branch schools. Training will address critical MOS tasks and common military skills, as determined by the proponent IRR warrant officers may be deployed at any time during the course of the training if certified by the proponent.

5 Enclosure 1 provides depiction of the mobilization refresher training concept for IRR warrant officers.

(f) Functional Courses. Unless TRADOC orders termination, warrant officer functional training continues during Partial Mobilization. If terminated, trainers implement Full Mobilization disposition guidelines.

(2) OES.

(a) Upon Partial Mobilization, all programmed peacetime training continues. TRADOC may direct officer training activities (pre-commissioning courses and/or OBC) to implement MOBPOI for in-session (peacetime) courses.

(b) HQDA considers mobilized officers of the Selected Reserve (unit members, IMAs, AGR) to be qualified for immediate deployment. However, if the unit or mobilization station commander determines the officer needs AOC-specific refresher training, the officer is sent to the appropriate Branch school.

(c) Officer Advanced Course (OAC) Training. HQDA may direct OACs to terminate and report students to PERSCOM for reassignment. Instructors and cadre remain to support training base expansion. Commandants may replace deployable cadre members with fully-qualified non-deployable assets on a one-for-one basis, as required.

Tab D (Mobilization Training Strategy for Commissioned and Warrant Officers) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

1 Commandants annotate student personnel records with the OAC weeks completed.

2 Commandants may issue students attendance certificates based on course percentage completed.

3 Commandants resume OACs utilizing a MOBPOI within 30 days of a HQ TRADOC execution order.

(d) CAS3, CGSC, SAMS and PCC continue under peacetime POI until directed by HQ TRADOC to terminate (normally upon declaration of Full Mobilization). Upon termination students return to their units or PERSCOM reassigns them. Instructors and cadre remain TRADOC assets to support training base expansion.

1 Prior to course terminations, units may withdraw selected students to meet Army requirements by formal request to the school commandant from the first Colonel and with concurrence of the first General Officer in the student's chain of command.

2 Commandant, CGSC, may issue students attendance or graduation certificates based on course percentage completed.

3 Commandant, CGSC, resumes CGSOC utilizing a MOBPOI, within 60 days of HQ TRADOC notification.

(e) AWC continues to operate using peacetime POI but transitions to a MOBPOI on HQ TRADOC order.

(f) NDU continues to operate, however, HQDA may direct units to withdraw students to meet Army requirements.

(g) Commissioned Officer Refresher Training.

1 During PSRC/Partial Mobilization, IRR officers will be involuntarily mobilized to meet Army requirements. Mobilized IRR officers will in-process at their Branch school installations, based on orders issued by AR-PERSCOM. Branch proponents will evaluate AOC proficiency of reporting IRR officers to determine if they:

a Can be certified for deployment by the proponent without further training, and are available for immediate assignment to an existing vacancy.

b Require AOC-specific refresher training before being certified for deployment.



Tab D (Mobilization Training Strategy for Commissioned and Warrant Officers) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

c Proponent schools will administer a diagnostic test to reporting IRR officers to determine MOS proficiency for the above determination.

2 IRR officers requiring refresher training will attend specially designed refresher courses (MOBPOI) at their Branch schools. Training will address critical AOC tasks and common military skills, as determined by the proponent. IRR officers may be deployed at any time during the course of the training if certified by the proponent.

3 Enclosure 1 provides depiction of the mobilization refresher training concept for IRR officers.

d. Full Mobilization.

(1) WOES. WOES streamlines as follows during Full Mobilization:

(a) Entry Training.

1 WOCS.

a WOCS classes at Fort Rucker transition to a MOBPOI and trainers schedule candidates to attend appropriate basic certification courses.

b Fort Rucker completes WOCS RC resident phases in session then terminates the course. RC WO candidates accepted for training after declaration of full mobilization attend the AC WOCS.

(b) WOAC:

1 WOAC courses terminate during Full Mobilization, and students return to units or PERSCOM reassigns them. Instructors and cadre remain TRADOC assets to support training base expansion.

2 Commandants may issue attendance or graduation certificates based on course percentage completed.

(c) WOSC:

1 WOSC terminates on Full Mobilization and students return to units or PERSCOM reassigns them. Instructors and cadre remain TRADOC assets to support training base expansion.

Tab D (Mobilization Training Strategy for Commissioned and Warrant Officers) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

2 Commandants may issue attendance or graduation certificates based on course percentage completed.

(d) Functional Courses. TRADOC schools continue warrant officer functional training during Full Mobilization only for critical operational needs or when specific duty assignment requires it, as reflected in proponent mobilization training strategies.

(2) OES.

(a) Upon Full Mobilization, the following actions occur:

1 HQDA transfers Camp J. T. Robinson, AR, from state to TRADOC control.

2 Camp Robinson terminates peacetime courses.

3 Camp Robinson initiates a centralized one-station Branch Immaterial Officer Candidate Course (BIOCC) POI commencing at M+5 weeks, using MOBPOI.

4 Fort Benning terminates the peacetime BIOCC after graduating classes in session. The MOBPOI may be implemented to accelerate completion. Fort Benning then begins the Infantry Branch Specific Officer Candidate Course (BOCC), a MOBPOI.

5 TRADOC transfers seat allocations from Fort Benning to Camp Robinson for BIOCC classes starting at M+4 weeks.

(b) State Military Academy BIOCC terminates at federalized State Area Commands (STARC). Students move to mobilization stations with their parent units (USAR and ARNG).

(c) Precommissioning.

1 ROTC.

a As directed by ROTC Cadet Command, selected colleges and institutions discontinue the ROTC program upon Full Mobilization, after completion of administrative tasks.

b As instructed by HQDA, ROTC cadets completing the ROTC advanced camp receive commissions and attend an Officer Basic Course (OBC).

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c ROTC cadets either attending Advanced Camp or scheduled to attend within 30 days of M-Day attend camp under an accelerated POI. After camp completion, and as instructed by HQDA, they may receive commissions and attend OBC.

d As instructed by HQDA, ROTC cadets under contract who have not completed the Advanced Camp, receive orders to active duty as enlisted reservists to attend an Officer Candidate Course. Those cadets selected for the combat arms branches (except Aviation and Air Defense) must first attend branch AIT. Contract students completing Basic Camp or Military Science (MS) II training have completed the equivalent of BCT. All other contract students immediately receive orders to active duty as enlisted reservists to attend BCT or OSUT. Cadets completing BCT or OSUT, and demonstrating officer potential, may apply for an officer candidate course.

e Colleges and institutions with ROTC programs:

f Commission the senior class as soon as possible for OBC attendance.

g Accelerate four-year programs to three years (minimum of 48 weeks of academic instruction).

h Continue two-year programs unchanged.

2 United States Military Academy (USMA).

a Graduate and commission the senior class as soon as possible for OBC attendance.

b Accelerate the program to three years.

3 The USMA Preparatory School accelerates, graduates the class in session and terminates.

4 Branch Specific Officer Candidate Course (BOCC):

a HQ TRADOC designates Branch schools to establish a BOCC to prepare soldiers for commissioning, teach them required lieutenant skills, and prepare them for deployment upon graduation. These courses integrate wartime critical tasks from MQS I, OBC, and selected field tasks. BOCCs are 12 to 15 weeks in length.

Tab D (Mobilization Training Strategy for Commissioned and Warrant Officers) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

b Due to anticipated Full Mobilization requirements, the following Branch schools and Areas of Concentration (AOC) are required to maintain a current BOCC: Infantry (AOC 11), Field Artillery (AOC 13), and Engineer (AOC 21). The MOB ARPRINT provides a detailed breakout of projected input.

c Forts Bliss, Rucker, Knox, Gordon, and McClellan will be prepared to initiate BOCC for their respective (AOC); AD (AOC 14), AV (AOC 15), AR (AOC 12), SC (AOC 25), and MP (AOC 31), if directed by HQ TRADOC.

d Input to BOCC comes from the respective Branch schools, following completion of BCT and AIT or OSUT.

5 Branch Immaterial Officer Candidate Course (BIOCC).

a Fort Benning accelerates and graduates peacetime BIOCC classes in session, utilizing the MOBPOI. This course terminates upon graduation of in-session loads.

b Camp Robinson establishes a one-station BIOCC, commencing at M+5 weeks.

c BIOCC is a two-part program.

d Phase I is the pre-commissioning training at Camp Robinson (currently 6 weeks).

e Phase II is Branch-specific training (a CS/CSS/CA Officer Basic Course (OBC)). OBCs average 6 to 9 weeks in length.

f Students must complete BCT prior to enrollment.

(d) OBC.

1 The peacetime OBC transitions to a MOBPOI of 6 to 9 weeks in length. These POI integrate wartime critical tasks to prepare students as fully qualified combat replacements for deployment upon graduation.

2 An initial surge occurs from precommissioning sources. Thereafter, proponent schools maintain OBC based on Army requirements.

(e) OAC.

Tab D (Mobilization Training Strategy for Commissioned and Warrant Officers) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

1 OACs in session on M-day terminate. Commandants may issue attendance or graduation certificates based on the course percentage completed. PERSCOM reassigns students.

2 Commandants will be prepared to implement mobilization POIs within 60 days of HQ TRADOC order to resume the course.

(f) CAS3 terminates. Students return to their units or PERSCOM reassigns them. Instructors and cadre remain TRADOC assets to support training base expansion.

(g) PCC non-resident and Fort Leavenworth phases terminate and students proceed to assigned units. The Branch resident phase transitions to a MOBPOI and officers proceed upon completion to their assigned units.

(h) CGSOC classes terminate and PERSCOM reassigns students. Instructors and cadre remain TRADOC assets to support training base expansion. Commandant, CGSC, resumes CGSOC instruction utilizing a MOB POI within 60 days of HQDA order. Non-resident CGSOC terminates.

(i) SAMS terminates and PERSCOM reassigns students. Instructors and cadre remain TRADOC assets to support training base expansion.

(j) Commandant, CGSC, may issue attendance or graduation certificates for CGSOC, SAMS, or CAS3, based on the course percentage completed.

(k) AWC transitions to a MOBPOI.

(l) NDU continues to operate unchanged, however, HQDA may selectively withdraw individuals to meet Army requirements.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

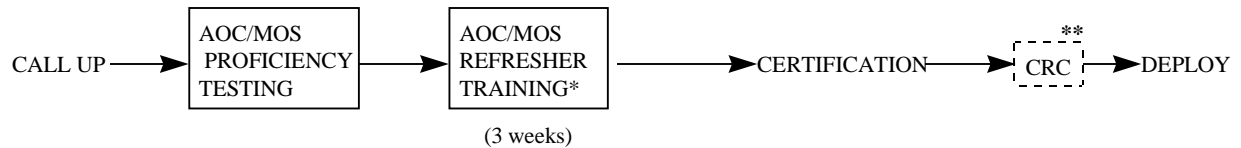
5. COMMAND AND CONTROL. (See basic ANNEX).

Enclosure

1 - Refresher Training of IRR Officers/Warrant Officers

Enclosure 1 (Refresher Training of IRR Officers/Warrant Officers to Tab D (Mobilization Training Strategy for Commissioned and Warrant Officers) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

REFRESHER TRAINING OF IRR OFFICERS/WARRANT OFFICERS



\* Includes common task/skill refresher training considered necessary by Branch proponent.

\*\* Personnel assigned to an OCONUS theater of operations will process through a CRC before deployment.

Tab E (The Mobilization Army Program for Individual Training - MOB ARPRINT) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

1. SITUATION. See basic ANNEX.

2. MISSION. See basic ANNEX.

3. EXECUTION. This Appendix describes the Mobilization Army Program for Individual Training (MOB ARPRINT), its purposes, uses, and development process.

a. Concept.

(1) General. The MOB ARPRINT, developed and produced in the Army Training Requirements and Resources System (ATRRS), provides detailed planning data during peacetime for mobilization disposition of training base courses. The program is a time-phased, requirements-driven plan for expanding, continuing, or terminating current (peacetime) training base courses, and establishing new courses, as required, during a mobilization. The MOB ARPRINT is based on the Total Army manpower shortfall of fillers and replacements required to maintain a prescribed level of Army organization during post-mobilization, and consists of IET courses for enlisted personnel, basic qualification courses for commissioned and warrant officers, IRR refresher courses, specialized NCO training, and selected functional courses, IAW with Branch proponent mobilization training strategies (see paragraph. 3.b.(1)(a), basic ANNEX, and Tabs A, B, C, and D, to this Appendix). Optimally, HQDA will project mobilization training requirements which TRADOC can use to develop MOB ARPRINTs which address each level of mobilization for each Major Regional Contingency defined by an approved CINC OPLAN.

(2) Purposes and Uses. The MOB ARPRINT provides the basic workload data to Service Schools, USATCs, USAR Training Divisions, and other training organizations to develop training base expansion plans and resource documentation (MOBTDA). It also:

(a) Incorporates mobilization training requirements of other services (USN, USAF, USMC) for Army courses.

(b) Apportions training requirements to courses conducted at multiple locations during mobilization (e.g., BCT, infantry IET).

(c) Establishes Reception Battalion (RECBN) processing requirements.

Tab E (The Mobilization Army Program for Individual Training - MOB ARPRINT) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

(d) Establishes and documents training capability (and training resource constraints that impact on training capability) for each mobilization course.

(e) Upon mobilization, transitions training base to post-mobilization operations.

(f) Provides basis for HQDA allocation of training resources during mobilization.

b. MOB ARPRINT development.

(1) The MOB ARPRINT development process consists of the following major processes.

(a) Determining mobilization training requirements by specialty and accessions category (DA responsibility).

(b) Establishing input requirements in ATRRS for all Army mobilization courses (TRADOC responsibility, as DA executing agent).

(c) Determining training capability for each mobilization course, and identifying training resource shortages for constrained courses (training MACOM responsibility - TRADOC, U.S. Army Medical Command (MEDCOM), U.S. Army Materiel Command (AMC), U.S. Army Special Operations Command (USASOC)).

(2) Determination of Mobilization Training Requirements.

(a) Total Army Personnel Command (PERSCOM) planners use the Mobilization Manpower Planning System (MOBMAN) to determine shortages of manpower for each specialty. This process involves:

1 Force Structure Analysis. HQDA analyzes the Total Army force structure, as recorded in the Mobilization Personnel Structure and Composition System (MOB PERSACS) file of the Total Army Authorization Document System (TAADS) to determine total personnel requirements. To provide validity, this file must reflect the status of force documentation for each fiscal year. Branch proponents must regularly validate data contained in the MOB PERSACS file to eliminate obsolete specialties from the analysis.

2 Casualty Assessment Process. The Concepts Analysis Agency (CAA) imposes the deploying force structure on a theater



Tab E (The Mobilization Army Program for Individual Training - MOB ARPRINT) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

battlefield within a computer simulation model and stratifies the location of the forces at risk, the density of specialties, and the assigned vulnerability factors against threat capabilities. Branch proponents must actively participate in the process with CAA to validate positioning, vulnerability factors, and current strategies and doctrine application. This process is a concept of the manpower shortfall analysis.

3 Personnel Asset Assessment. Assets matched against the time-phased requirements identified in 3.b.(2)(a)1. and 3.b.(2)(a)2., above, are: trained, assigned strength of Component 1, 2, and 3 units (NOTE: Component 1 units are Active Component, Component 2 units are National Guard, and Component 3 units are U.S. Army Reserve); trained available individuals in the Individual Ready Reserve (IRR); Individual Mobilization Augmentees (IMA); pre-assigned retirees; and the scheduled personnel output already in the training base. Matching these assets with requirements identifies shortfalls by skill and gives planners the trained manpower shortfall.

(b) Using the trained manpower shortfall data, DA DCSPER determines the time-phased, incremental demands for training base graduates, by specialty and accession category, required to make up the deficit in trained manpower assets to fill and sustain each mobilization organization level prescribed by the JCS Defense Planning Guidance. TRADOC uses these HQDA provided specialty training requirements to establish course inputs for the MOB ARPRINT.

(3) Establishment of Course Input Requirements. After receiving specialty training requirements, HQ TRADOC, acting as DA executing agent, develops time-phased course input requirements in ATRRS for all Army mobilization courses. These requirements reflect accessioning and class size factors for each mobilization course. The input requirement is the training mission used by schools and USATCs to conduct their training capability analyses for the MOB ARPRINT (paragraph. 3.b.(4), below). Branch proponents may decide, upon review of the specialty training requirements, that the requirements do not meet a "common sense" test. Whenever this occurs, Branch proponents should take the following actions:

(a) Assess the Branch training requirements based upon historical data, doctrine, force structure, force modernization considerations, and professional judgment. Include results of on-going Functional Area Assessments (FAA) and other pertinent studies.

Tab E (The Mobilization Army Program for Individual Training - MOB ARPRINT) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

(b) Submit specifics regarding possible mobilization training requirement errors to HQ TRADOC (ATTN: ATOM-P). TRADOC forwards these concerns to HQDA for consideration. Such requests for further training requirements evaluation causes PERSCOM to reexamine MOBMAN data and may result in a changed training requirement.

(4) Determination of Training Capability. Training MACOMs' (TRADOC, MEDCOM, AMC, USASOC) subordinate schools determine their training capability to meet MOB ARPRINT course input requirements and enter that capability data into ATRRS. Based on instructions from HQ TRADOC, TRADOC Service Schools, USATCs, USAR Divisions (IT), and installation mobilization planners and training schedulers conduct a detailed training capability analysis to determine the resourced input capability for each mobilization course. Training capability for each course is reflected in ATRRS in a weekly input schedule. The MOB ARPRINT training capability analysis also identifies training resource shortages by category (equipment, ammunition, facilities, personnel) for each constrained course. In a constrained course, the school cannot train the schedule of programmed inputs within the established timeframe. Planners document training resource shortages in ATRRS as part of the MOB ARPRINT development process.

(5) The Army Training and Requirements System (ATRRS). ATRRS is the centralized DA automated system for planning, programming, scheduling, and managing all individual training operations (see paragraph. 3.a.(13), basic ANNEX). The Mobilization Planning System (MPS) subsystem of ATRRS provides the peacetime planning system for mobilization training, to include the MOB ARPRINT. Upon mobilization, MPS planning data (primarily the MOB ARPRINT) provides the basis for training base transition to mobilization operations. MPS provides various displays and reports specifically related to the MOB ARPRINT and its development. The ATRRS Users' Manuals published by DA DCSPER describe these displays and reports in detail.

(6) MOB ARPRINT Format. Format for the MOB ARPRINT and the various supporting MPS displays and reports is dynamic. Previous training base expansion planning consisted of one MOB ARPRINT beginning at Full Mobilization. Now, MOB ARPRINTs for all levels of mobilization and different (regional) contingencies are evolving. Some changes to MOB ARPRINT-related displays and reports may occur each year, as planners incorporate refinements to improve their informational value and/or make them easier to understand and use. Users should submit questions regarding the

Tab E (The Mobilization Army Program for Individual Training - MOB ARPRINT) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

MOB ARPRINT and related ATRRS (MPS) screens, displays, and reports to HQ TRADOC, ATTN: ATOM-P, DSN (680)-2852/2874/2872.

c. Tasks.

(1) DCST/TRADOC (ATOM-P).

(a) Verify, with course proponents, administrative data in ATRRS for all mobilization courses for each FY.

(b) Solicit other service (USAF, USN, USMC) mobilization training requirements by FY and mobilization scenario for all Army courses; incorporate into MOB ARPRINT course requirement files (NOTE: Mobilization training requirements of other services in Army courses are expected to only apply to Full Mobilization).

(c) Based on Army mobilization training requirements provided by DA DCSPER, determine time-phased incremental input requirements for all Army mobilization courses (TRADOC, MEDCOM, AMC, USASOC) and enter them in MOB ARPRINT format to ATRRS.

(d) Coordinate and supervise training capability analyses by TRADOC schools, USATCs, and USAR Divisions (IT). Monitor entry of data into ATRRS for each mobilization course. This data reflects training capability, and where applicable, major training resource shortages.

(2) Branch and Course Proponents.

(a) Develop comprehensive mobilization training strategies and mobilization courses to implement those strategies, IAW basic Appendix and Tabs A, B, C, and D.

(b) On order, proponents verify FY administrative data in ATRRS for all mobilization courses.

(3) Schools, USATCs and USAR Divisions (IT).

(a) On order, conduct detailed (by course) training capability analyses to determine ability to accomplish FY MOB ARPRINT programmed input requirements.

(b) IAW HQ TRADOC instructions, enter training capability and training resource shortage data, by course, into ATRRS for each FY MOB ARPRINT.

Tab E (The Mobilization Army Program for Individual Training - MOB ARPRINT) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

d. Coordinating Instructions.

(1) As HQDA's executing agent for MOB ARPRINT development, HQ TRADOC develops and maintains the ATRRS MPS to store and manage mobilization planning data for each FY. This include establishing and maintaining:

(a) The ATRRS Course Mobilization Path and Route System. Establishes for each FY the sequential linkage between specialties and related courses (course paths and routes) for enlisted personnel, NCOs, warrant officers and commissioned officers, to include MOS/AOC refresher training for mobilized IRR personnel.

(b) Standardized Reference File of Training Resources. Lists resource items in ATRRS by category (ammunition, equipment, personnel, facilities, training aids, devices, simulators and training structure), using standardized identification codes, allowing training organizations to document critical training resource shortages, by course, in the MOB ARPRINT.

(2) TRADOC maintains in ATRRS, by FY, a course administrative database for all mobilization courses for which TRADOC schools are proponent.

(3) TRADOC issues specific instructions to subordinate schools and USATCs to develop each FY MOB ARPRINT. Instructions sent by letter, message, and through ATRRS system messages, address all aspects of the training capability analysis and required entry of data into ATRRS.

(4) ATRRS database changes required during transition from peacetime to mobilization training operations and management are addressed at paragraph. 3.a.(13), basic Appendix.

(5) ODCST/TRADOC assists other training MACOMs (MEDCOM, SOCOM, AMC) in MOB ARPRINT development procedures and related ATRRS applications.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND CONTROL. (See basic ANNEX).

Tab F (Training Structure) to Appendix 3 (Concept of Operations)  
to ANNEX T (TRAINING) to TMOPES 1-97

1. SITUATION. See basic ANNEX.
2. MISSION. See basic ANNEX.
3. EXECUTION.
  - a. Concept.

(1) General. This Tab describes the methodology to determine the number of training companies needed to accommodate projected mobilization training requirements, as provided by scenario-specific MOB ARPRINTs. Depending upon projected input, management procedures, and training methods used, courses are generally either company-filled (BCT, OSUT, OCS) or class-filled (AIT, NCOES, OES).

(2) Levels of Mobilization:

(a) PSRC/Partial Mobilization. At these levels, the peacetime training base will be augmented by elements of RC training units (see Appendix 1). PSRC/Partial Mobilization augmentation will be limited to levels necessary for accomplishment of the specific IRR refresher/reclassification missions associated with PSRC/Partial Mobilization training base expansion, with programmed peacetime training programs continuing. Use of derivative UICs may be required to activate required elements of training base support units.

(b) Full Mobilization. At Full Mobilization, major expansion of all categories of training is anticipated. All training will be conducted using MOBPOIs. Structure methodology in this TAB applies to Full Mobilization.

(3) Explanation of Terms.

(a) Company-filled Courses. Courses which normally have an input flow level sufficient to maintain one or more training units on a regular basis. The company cadre conducts or supervises training in these courses, and the class start equals the company start. Companies are MOS/class specific. The length of the training cycle is the principal factor used in determining the number of companies required to conduct the projected course workload. Planners calculate training cycle length by adding 2 weeks (maintenance and fill weeks) to the course length (the number of POI training weeks and any added days rounded up to a whole week). Training company structure requirements are determined using the following formula:

Tab F (Training Structure) to Appendix 3 (Concept of Operations)  
to ANNEX T (TRAINING) to TMOPES 1-97

$$\frac{\text{Avg wkly input X (course length in wks + 2 wks)}}{\text{Optimum class size Cos. rqd}} = \text{number of}$$

**E.g.:** 
$$\frac{1100 \text{ trainees per wk X (8 wks POI + 2 wks)}}{220} = 50 \text{ Cos. rqd in structure}$$

(b) Class-filled Courses. Courses in which a committee and administrative establishment associated with the school and its departments conduct and manage training. The company is primarily a housekeeper and provides personnel management and command and control for support and care of students and trainees attending the courses. The individual course input requirements equal less than the company size (billeting capacity), and more than one MOS/class may reside within the company. Each course is computed individually, and the sum of the course loads is divided by 300 to determine structure requirements. Course loads are determined using the following formula:

$$\frac{\text{Avg wkly input X (course length in wks + 1 wk)}}{300} = \text{course load}$$

**E.g.:**

MOS 63B10= 400 trainees per wk X (4 wks POI + 1 wk) = 2000 crs ld  
MOS 63S10= 300 trainees per wk X (6 wks POI + 1 wk) = 2100 crs ld

Sum of course loads=2000+2100 divided by 300=13.6=14 Cos. rqd.

(3) Overhead structure (Battalion/Brigade)

(a) Battalions: Each Battalion will have 3 to 7 companies.

(b) Brigades: Each Brigade will have 3 to 8 Battalions.

b. Tasks. Training base commanders:

(1) Determine mobilization training structure requirements based on MOB ARPRINT training requirements projection.

(2) Document mobilization training structure requirements in MOBTDA IAW AR 310-49 and AR 570-4, as directed by DCSRM, HQ TRADOC.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND CONTROL. (See basic ANNEX).

Tab G (Mobilization Training Strategy for Interservice Training Requirements) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

1. SITUATION. See basic ANNEX.
2. MISSION. See basic ANNEX.
3. EXECUTION.

- a. Concept.

- (1) General. The Army continues to meet inter-service training requirements with equal priority operational support, as established by the MOB ARPRINT.

- (2) Explanation of Terms.

- (a) Confirmed Quota Course. A quota course as defined below, where the participating/host Services agree to provide a fair share of instructors and is codified by a MOA/MOU.

- (b) Collocated school or course. A school or course used by one or more Services on another Service's installation in which classroom facilities, equipment, and some curriculum may be shared. Training policies, curriculum, and instructor requirements are determined by the Service(s) conducting the training.

- (c) Common Core. The portion of a course consolidated between two or more Services.

- (d) Consolidated school or course. A school or course consisting of a curriculum developed by two or more Services. The school or course faculty includes fair share instructor representation from all participating Services and the host Service. The curriculum may be common throughout or consist of a common core. Training policies, directives, materials, and personnel requirements are determined by mutual agreement between the Services involved.

- (e) Cost effectiveness. A system which encompasses standard costing methodologies coupled with efficiencies and quality of training. Cost savings is not the only terminate of proper collocated or consolidated training. The most effective value added, training, is the standard.

- (f) Defense school or course. A school or course provided to two or more military Services by a designated Service or agency under the authority of the Office of the Secretary of Defense.

Tab G (Mobilization Training Strategy for Interservice Training Requirements) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

(g) Executive Agency. A formal assignment to a Service, by the Office of the Secretary of Defense, of responsibility for specific subject training.

(h) Host Service. The Service on whose installation the training is conducted.

(i) Interservice training. A school or course conducted on one Service's installation, either consolidated or collocated, by mutual agreement between the host Service and the participating Services. Interservice training focuses on individual training acquired in an institutional setting.

(j) Joint Course. Military training based on joint doctrine to prepare joint forces and/or joint staffs to respond to operational requirements deemed necessary by the CINCs to execute their assigned missions.

(k) Parent Service. The Service to which personnel are permanently assigned.

(l) Participating Service. The Service that receives training from or conducts training at another Service's training location/base.

(m) Quota course. A course managed, controlled, and conducted by one Service or agency that may be used by another Service to satisfy a training requirement when training capacity is available. The Service desiring training must request and obtain quotas from the service or agency conducting the course. Participating Services may recommend changes/modifications to curriculum but decision authority remains with the host Service. Participating Services use the course exactly as presented to host Service members.

(3) The Interservice Training Review Organization (ITRO) - an organization of the uniformed services established to improve the cost effectiveness of Service training and education consistent with individual Service requirements. The major goals of ITRO are to improve the cost effectiveness of training through voluntary cooperative efforts among the Services and to increase the overall efficiency of the Services training and education programs. The increased efficiency goal involves consolidation or collocation of institutional training, technology exchange, procedures standardization, nonresident program improvement and publishing joint instructional development manuals. A military Service with a training requirement for which no training exists



Tab G (Mobilization Training Strategy for Interservice Training Requirements) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

within that Service must consider using existing schools and courses within other Services before establishing a new school or course.

(4) Programming and Management Procedures for ITRO Mobilization Requirements - interservice programming and management of peacetime and wartime training requirements are institutionalized, and therefore, require no further specialized attention. While each Service has its own unique automated programming system procedures in effect to interface these systems, the management of peacetime training requirements remain valid for mobilization and contingency operations.

(5) Mobilization Training Strategies - a general accord exists between the Services concerning mobilization training strategies. Training agreements in effect during peacetime for Initial Entry Training (IET) and other selected critical courses continue throughout the mobilization period. Services recognize these agreements may require some adjustments to accommodate individual Service operational needs and capabilities during full operational support of contingencies. Individual Services' exchange full operational support course listings and establish future update procedures. The Army (HQ TRADOC) solicits projected mobilization training requirements for all Army courses from the other Services for input to the MOB ARPRINT.

(6) ITRO Courses Which Require Mobilization Expansion Beyond School Capability - the established procedures present an adequate strategy to continue courses during mobilization, based on Memorandums of Understanding (MOU), Memorandums of Agreement (MOA), and/or Interservice Support Agreements (ISA). However, interservice courses requiring mobilization expansion beyond the capability of the host Service school or training center may become consolidated at multiple sites. These courses at appropriate training facilities are available without restriction by the original host Service and continue to operate under the following revised interservice training agreements:

(a) Quota Course - Services project mobilization training requirements for quota courses annually during peacetime. The host Service evaluates projected operational support increases over peacetime requirements and determines additional resources the requesting Service must provide to accommodate the projected increase. An MOU/MOA is usually sufficient to document resources required to establish a Confirmed Quota Course. Direct coordination between the requesting and host Services validates quota course requirements

Tab G (Mobilization Training Strategy for Interservice Training Requirements) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

not previously identified in the annual solicitation process. The host Service may or may not accommodate these additional requirements due to its own mobilization training requirements.

(b) Courses under study or review are managed as follows:

1 The ITRO review process accelerates during mobilization. When a Service has a training requirement but no available training, it may wave or consolidate ITRO procedural requirements. Services can then make a quick decision on training consolidation to meet training requirements during mobilization.

2 During mobilization, with Services consent, ITRO may cancel the study of courses via the ITRO review process. This usually applies in cases where each Service participating in the study is currently conducting its own training. This is because the consolidation process may reduce training effectiveness in meeting the increased trained personnel requirements during the critical mobilization period.

(c) Services use existing operating procedures to handle special situations or requirements for inter-service training that arise during mobilization or operation support.

b. Tasks.

(1) DCST/TRADOC. (ATTG-ITRO)

(a) Review, promote, and coordinate interservice training efforts with other Services.

(b) Solicit other Service mobilization training requirements for Army courses and incorporate them into the MOB ARPRINT.

(2) Service Schools.

(a) Consider using other Service school courses before developing new Army training programs.

(b) Plan to include other Service students in designated mobilization courses IAW the MOB ARPRINT.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

Tab G (Mobilization Training Strategy for Interservice Training Requirements) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

5. COMMAND AND CONTROL. (See basic ANNEX).

Tab H (Reception Operations during Mobilization) to Appendix 3  
(Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

# 1. ASSUMPTIONS:

a. TRADOC's mobilization planning focus is on MOS Refresher Training of soldiers of the Individual Ready Reserve (IRR). Planning for this contingency (which will probably occur during Partial Mobilization, but could occur during Presidential Selected Reserve Callup (PSRC)) is based on the following assumptions:

(1) HQDA has directed TRADOC to execute inprocessing/-training for involuntarily mobilized members of the IRR at selected TRADOC installations.

(2) TRADOC will be required to continue reception, processing, and training of scheduled peacetime Initial Entry Training simultaneous with the conduct of IRR in-processing/training. Worst case, Partial Mobilization could involve all IRR soldiers required for two nearly simultaneous Major Regional Contingencies and occur during seasonal training surge, when 100% of AC training base assets (to include AC reception battalions) are committed to Initial Entry Training. This would require augmentation of the AC training base by USAR Divisions (Institutional Training).

(3) Reinforcement of Active Component training base by all or part of USAR Divisions (IT) has been authorized.

(4) IRR soldiers mobilized by AR-PERSCOM will be ordered to report directly to specified mobilization site, bypassing Military Entrance Processing Stations (MEPS).

b. In the unlikely event of Full Mobilization, the following planning assumptions apply:

(1) Existing force structure (AC, Selected Reserve, IRR) will have been fully committed during Partial Mobilization.

(2) Supplemental manpower available during Full Mobilization will be untrained and will require inprocessing at the MEPS prior to arrival at TRADOC reception sites.

(3) For these reasons, reception operations during Full Mobilization will closely resemble peacetime IET reception operations.

(4) If Full Mobilization occurs, AC Reception Battalions, together with mobilized elements of USAR Divisions (IT), will be

Tab H (Reception Operations during Mobilization) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

task organized to expand total reception capability, either at existing TRADOC USATCs or at new sites.

c. Because of the inherent uncertainties associated with Full Mobilization and the improbability that it would occur without sufficient lead time to conduct further planning, detailed instructions contained in this TAB apply to the IRR Refresher Training mission only.

2. SITUATION. See basic ANNEX.

3. MISSION. See basic ANNEX.

4. EXECUTION.

a. Concept of the Operation.

(1) IRR Refresher Training will be conducted in three phases: 1) Initial reception and administrative processing; 2) Common Task Training (CTT) refresher and testing (to include individual weapons qualification); and 3) MOS-specific refresher training and testing (see TAB A). Phases 1 and 2 will be conducted at specified TRADOC USATC mobilization site. Phase 3 will, in many instances, involve transshipment of IRR soldiers from the initial reception site to a different installation (Service School).

(2) Although IRR reception processing may involve sharing of facilities with IET reception operations, and close coordination of the two activities' schedules, there are differences in processing requirements, and intermingling of IRR receptees with IET soldiers is undesirable. When possible, a separate reception processing facility will be established for mobilization operations (IRR processing).

(3) Conversely, in the interest of minimizing administrative disruptions and maximizing training opportunities for CTT refresher training, phases 1 and 2 of IRR Refresher Training should be closely integrated, and these two operations should ideally be under a single command.

(4) Optimally, the USAR Division (IT) Training Support Brigade (TSB), which contains Division (IT) reception processing assets, test and evaluation, and CTT instructor personnel, should execute phases 1 and 2 of the IRR refresher training at each of the specified USATC sites to which IRR soldiers will be ordered to report.

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b. Administrative Processing Schedule.

(1) IRR reception and administrative processing will broadly follow the outlines of reception operations for IET soldiers as specified in AR 600-8-108. Familiarity with these procedures and with enabling tools such as the Reception Battalion Automation Support System (RECBASS) is critical to the success of IRR reception processing during PSRC/Partial Mobilization. TRADOC strategy to insure that USAR Division (IT) personnel are fully trained for their mobilization mission is to use these soldiers' Annual Training to augment AC Reception Battalions during training surge, in most cases at the specified mobilization site.

(2) The following exceptions to normal IET administrative processing events apply to soldiers of the IRR called to Active Duty during PSRC/Partial Mobilization:

(a) New arrivals will be randomly screened by urinalysis for the presence of illegal drugs (note that this also applies to IET soldiers, but screening is conducted at the MEPS).

(b) Medical processing will be significantly more intensive (note that this occurs at the MEPS for IET soldiers). 100% of new arrivals will complete Medical History Form (SF 88), which will be reviewed by installation MEDDAC. In some instances, this review will result in follow-up tests, examinations, or other medical procedures. Complete physical examinations will be required only in the case of soldiers with outdated retention physicals, or as indicated during review of medical history by MEDDAC personnel.

(c) Diagnostic testing of MOS-related skills may be incorporated into the processing schedule, at the discretion of the proponent school. This testing may be administered by the organic Test and Evaluation section of the Training Support Brigade, by elements of the Division (IT)'s Institutional Training Brigades, or by contact teams from the proponent school, depending on the situation.

(d) In contrast to IET operations, where receptees are handed off to new cadre after the completion of administrative processing, wherever possible IRR soldiers should remain under the command and control of the same cadre during administrative processing and CTT trainup and testing (Phases 1 and 2 of IRR Refresher Training). This will minimize delays associated with cadre hand-off and allow makeup medical and administrative processing to occur concurrent with CTT training and testing.

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(Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

Cadre hand-off will occur at the end of Phase 2, when many soldiers are programmed for transshipment-shipment to a different installation. Soldiers still requiring makeup medical and administrative processing at this time will be placed in holdover status (awaiting further processing or discharge, as appropriate). Soldiers found to be non-deployable will still undergo training, however, soldiers unable to meet military retention standards will be discharged.

(3) A sample schedule of typical administrative processing events for IRR soldiers is shown at Enclosure 1.

c. Training. As in IET reception operations, cadre personnel should conduct opportunity training continuously, concurrent with administrative processing. In contrast to IET, however, opportunity training should focus not on basic soldierization tasks, but on critical CTT tasks. Training managers will develop a prioritized list of critical CTT tasks, which is fully integrated with the schedule of formal CTT training and testing (Phase 2 of IRR refresher training).

5. ADMINISTRATION AND LOGISTICS. Installation mobilization planners should insure that adequate support is available for all activities providing direct support to reception processing of IRR soldiers. DOL (Clothing Issue and CIF), MEDDAC, DENTAC, and ADAP are critical nodes in the processing schedule. Adequate support of USAR Division (IT) TSB personnel by installation DPW and DOIM is also critical to the success of their mission.

## 6. COMMAND AND SIGNAL.

### a. Automation Support of Processing.

(1) Automation support of IRR refresher training during mobilization will be based on close integration of three personnel-related systems: 1) The Mobilization Personnel Processing System (MOBPERS), operated by AR-PERSCOM; 2) the RECBASS, operated by TRADOC; and 3) the Army Training Resource Requirements System (ATRRS), operated by DA DCSPER. MOBPERS functions as a repository of personal data on IRR personnel, and facilitates ordering of IRR personnel to active duty to meet DA-directed requirements. RECBASS operates at the installation level to receive personal data on individual soldiers, act as a temporary repository for this data while it is updated during administrative processing, and provide single source data input for various DA and DOD operating systems. ATRRS, an Army system, enables DA DCSPER to articulate training requirements to the training base and AR-PERSCOM, and receive periodic updates as

Tab H (Reception Operations during Mobilization) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

individuals are identified to meet these requirements and pass through various gates in the IRR mobilization and refresher training process. The automation support concept for the IRR mobilization is based on the automation architecture supporting enlisted accessions during peacetime, with minimal adaptations for mobilization.

(2) The flow of automated data supporting IRR refresher training begins when AR-PERSCOM receives specified personnel requirements from DA DCSPER. Based on these requirements, AR-PERSCOM selects IRR soldiers in the required grade and MOS and employs the AR-PERSCOM Orders Resource System (AORS) to order these soldiers to Active Duty. This data is transmitted electronically to the Defense Finance and Accounting Service (DFAS) Indianapolis Center so that the soldiers' pay records can be transferred to the active files of DJMS-RC. In addition, MOBPERS reformats personal data on the soldiers selected for mobilization, and transmits the reformatted data to the specified TRADOC installation where the soldier is programmed to report. This becomes the basis of the RECBASS data base.

(3) As individual IRR soldiers report to their specified TRADOC mobilization site, RECBASS compiles two arrivals reports, which are generated daily: a special mobilization report to AR-PERSCOM, and a report to ATRRS (normal peacetime transaction) that the soldier has arrived at the reception site. This procedure is intended to provide real-time status to HQDA agencies without the need to compile manual reports.

(4) During initial administrative processing of IRR soldiers, RECBASS is employed in exactly the same manner as at IET reception sites. Personal data received electronically is reviewed and verified, and new data (to include finance data required for SUREPAY) is added.

(5) Once administrative processing is complete and personal and finance data has been purified, RECBASS provides reformatted input for DA and DOD operating systems (DJMS-RC, RAPIDS, SIDPERS, ATRRS, and AIMS). Personnel who are held over or discharged at the initial reception site will be reported from RECBASS to ATRRS, using normal peacetime procedures.

(6) Minimum ADP equipment requirements for a single RECBASS workstation are detailed at Enclosure 2.

b. Command.



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(Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

(1) Strategic oversight of IRR Refresher Training will be exercised by DA DCSOPS and DCSPER, as during normal peacetime training operations. The Office of the Deputy Chief of Staff for Training (DCST), Headquarters, TRADOC, will act as HQDA's executing agent.

(2) Mobilized RC training elements are under the command of specified TRADOC installation commanders, who may task organize them as necessary to meet requirements of the mission.

c. Tasks.

(1) DCST/TRADOC.

(a) Provide staff supervision for RECBN operations during mobilization.

(b) Monitor and coordinate flow of accessions into RECBNs for processing during mobilization.

(2) USATCs.

(a) During peacetime, participate in the MOB ARPRINT development process by analyzing and documenting RECBN capability to process projected mobilization receptee loads.

(b) With supporting USAR Division (IT), plan for the establishment or augmentation of RECBNs at designated installations upon mobilization, IAW Appendix 1, this ANNEX.

Tab H (Reception Operations during Mobilization) to Appendix 3  
(Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

Enclosures:

- 1 - Sample Processing Schedule for Mobilized IRR Soldiers
- 2 - Single Workstation Configuration for RECBASS

Enclosure 1 (Sample Processing Schedule for Mobilized IRR Soldiers) to Tab H (Reception Operations during Mobilization) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPES 1-97

Day 0

Arrival  
Orientation  
ADAP Testing\*  
Amnesty room for prohibited items  
Dinner  
Cadre Time

Day 1

Breakfast  
Haircut  
Clothing Issue  
Medical Screening\*/Blood Draw  
Lunch  
Purchase Health and Comfort Items (PX)  
Dental Screening/Panograph  
SUREPAY Brief/Local Bank Liaison  
MOS Diagnostic Testing\*  
Dinner  
MOS Diagnostic Testing\*

Day 2

Diagnostic APFT  
Breakfast  
Installation Staff Briefs (CFAD, JAG)  
Personal Affairs Processing (RECBASS)  
ID Card/RAPIDS/DEERS Processing  
Lunch  
Shots  
CTT Diagnostic Testing\*  
Dinner  
Cadre Time - Opportunity Training

Day 3

Physical Training\*  
Breakfast  
Transition to Scheduled CTT Training\*  
Medical and Other Follow-up and Makeup as Required

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\*Denotes activities not normally included in IET reception processing.

Enclosure 2 (Single Workstation Configuration for RECBASS) to Tab H (Reception Operations during Mobilization) to Appendix 3 (Concept of Operations) to ANNEX T (TRAINING) to TMOPEs 1-97

The below minimum requirements for RECBASS can be used as a personal workstation, mainframe terminal, a Personal Affairs Branch interviewer workstation, and/or a file-server PC.

- 100 Mhz Intel Pentium CPU
- 32 MB RAM
- 3-1/2 Inch Floppy Drive
- 850 MB Hard Disk Drive
- SVGA Graphics Card w/1 MB RAM
- 101-key Keyboard
- Windows 95
- Mouse
- \* UTP ETHERNET Card (10baseT)
- PCMCIA Card (reader)
- 15" Monitor
- 3 Year Warranty, 1<sup>st</sup> year on-site
- \*\* Laser Printer (PCL2 (or higher) Emulation)

**Preferred** workstation configuration for RECBASS:

- 233 Mhz Intel Pentium II CPU
- 32 MB RAM
- 3-1/2 Inch Floppy Drive
- 2 GB Hard Disk Drive
- SVGA Graphics Card w/1 MB RAM
- 101-key Keyboard
- Windows NT Workstation 4.0
- Mouse
- \* UTP ETHERNET Card (10/100baseT)
- PCMCIA Card (reader)
- 17" Monitor
- 3 Year Warranty, 1<sup>st</sup> year on-site
- Laser Printer (PCL5 (or higher) Emulation)

\* Networking software for RECBASS is built into the Windows 95/NT operating systems. However, additional hardware is required to "physically connect the PCs together. This included sufficient category 5 cabling with RJ-45 connectors and Ethernet hub(s).

\*\* Although not recommended, appropriate laser printers may be shared by two workstations. This would require the use of print sharing devices.

Every PC that will be used as a mainframe terminal must have 3270 terminal emulation software, Hummingbird HostExplore version 6.

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1. SITUATION. See basic ANNEX.

2. MISSION. See basic ANNEX.

3. EXECUTION.

a. Concept of Operations. Training support addresses a wide range of items required for conducting training. The Army Training Support Center (ATSC), Ft. Eustis, VA, provides Army-wide training support for items within its area of responsibility. Installations address training support requirements for training base expansion using the following guidelines:

(1) Training Devices and Simulators. ATSC maintains a file of all centrally-managed training devices required for mobilization training. The Army-wide Devices Automated Management (ADAM) computer system contains this file. The installation Training Support Center (TSC) enters data into ADAM mobilization files. ATSC directs the redistribution of training devices between installation TSCs to fill shortages to the maximum extent possible from available assets. ATSC provides production requirements to Simulations, Training, and Instrumentation Command (STRICOM) for items procured through Army Materiel Command (AMC) channels, and directs selected TSCs to produce TRADOC procured items for Army-wide use.

(2) Individual Training Support. ATSC produces the Soldier's Manual of Common Tasks (SMCT) and the Common Task Test (CTT) for training and evaluation of common critical combat tasks. Standardized Training Support Packages (TSPS) supporting common core training in the officer, warrant officer, and NCO educational systems are also managed by ATSC. Assessments of individual training known as "diagnostics" are being designed by ATSC to focus training on what the soldier needs, not what the soldier already knows. ATSC also designs, develops, and distributes Total Army Training System (TATS) courseware, and conducts training (using video teletraining technology) for courses that are a part of the Staff and Faculty Training Program.

(3) Army Correspondence Course Program (ACCP). ACCP student enrollment terminates at Full Mobilization. ATSC places student files in a hold status until the program is reconstituted. ATCS makes individual course material available to units for training upon request and normally ships in bulk to requesting units.

(4) Multiple Integrated Laser Engagement System (MILES). ATSC provides central management for tactical engagement simulation (TES) with MILES. TES uses MILES by students and units during force-on-force tactical maneuver training. The use of MILES allows units to practice tasks determined by the unit METL. MILES simulates weapons firing through the use of eye safe lasers and harnesses on targets, detecting the lasers. Submit MILES equipment mobilization requirements through the installation TSC (see paragraph 3.a.(1), above). Send requests for MILES training teams to ATSC, ATTN: ATIC-OPLD.

(5) Audiovisual Equipment, Programs, and Graphic Training Aids (GTA). The installation TSC provides audiovisual equipment, films, tapes, and GTAs. TSCs must establish plans and SOPs for installation mobilization requirements. TSCs can expect to receive blanket approval, upon mobilization, to locally purchase additional audiovisual equipment to meet mobilization needs. Make maximum use of TV tape, as opposed to 16mm film. TSCs should have at least one master tape on hand for all mobilization TV tape requirements and plan to reproduce GTAs upon mobilization.

(6) Ranges and Training Areas. ATSC provides central management for development and sustainment of ranges and training areas, to include targetry. Ranges are used during mobilization to train and validate individual and crew proficiency through weapon qualification. Training areas are used to train and sustain unit tactical tasks during mobilization. Address mobilization requirements for ranges and training areas in the installation Mobilization Master Plan.

(7) Training Literature. Distribute training literature via the Army publication system. Identify requirements for training publications in Annex J of installation mobilization plans.

(8) The Teletraining Network (TNET). TNET is an ATSC-managed two-way audio and video telecommunications medium dedicated to delivering training materials to widely dispersed locations. It broadcasts a compressed digital signal via satellite. Prior to mobilization, TNET normally supports scheduled mobilization exercises. Upon mobilization, TNET supports communications and operational priorities identified in installation mobilization plans. These plans may affect priorities for placing new sites, relocating sites, and providing assistance based on TDA changes affecting TNET site coordinators, instructors, and users. To prevent conflicts over available

Appendix 4 (Training Support) to ANNEX T (TRAINING) to TMOPES  
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communications channels, coordinate mobilization priorities with ATSC, ATTN: ATIC-ETN-O, DSN 927-5475/5983.

b. Tasks.

(1) ATSC.

(a) Coordinate, manage, and direct all training device redistribution.

(b) Provide STRICOM with production and distribution requirements for devices obtained through AMC.

(c) Direct and manage production of TRADOC-manufactured training devices for Army-wide use.

(d) Provide SMCT, CTT, common core TSPs, diagnostics, instructional course materials, ACCP materials, and MILES training teams, as required.

(e) Coordinate with FORSCOM to determine minimum requirements for training aids and devices to accompany deploying units.

(f) Develop procedures and disposition instructions for training aids and devices retained in CONUS to support training base expansion.

(2) Installation mobilization planners and USAR Divisions (IT) coordinate with and identify to the installation TSC training support requirements.

(3) Installation TSCs.

(a) Report and update, as required, the mobilization files in ADAM.

(b) Maintain files of locally available items, such as audiovisual equipment, GTAs, TV tapes, etc., and develop procedures to provide these items to users.

(c) Develop reasonable and workable methods in installation plans for the return of training devices and equipment issued to deploying forces. Give consideration to units reporting to a mobilization station different than the servicing TSC.

Appendix 4 (Training Support) to ANNEX T (TRAINING) to TMOPES  
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(d) Respond to ATSC shipping instructions for the redistribution of training devices. Coordinate redistribution across MACOMs with ATSC prior to executing shipping instructions.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND CONTROL. (See basic ANNEX).



Appendix 5 (Addresses of Training Organizations/Units) to ANNEX  
(TRAINING) to TMOPEs 1-97

This APPENDIX provides addresses for use in forwarding reports  
and other correspondence required by this plan.

TABs:

- A - TRADOC Training Centers and Service Schools.
- B - Major USAR Training Base Augmentation Units.

Tab A (TRADOC Training Centers and Service Schools) to Appendix 5  
(Addresses of Training Organizations/Units) to ANNEX T (TRAINING)  
to TMOPEs 1-97

Commander  
U.S. Army Engineer Center  
and Fort Leonard Wood  
Fort Leonard Wood, MO 65473-5000

Commander  
U.S. Army Infantry Center  
and Fort Benning  
Fort Benning, GA 31905-5000

Commander  
U.S. Army Air Defense Artillery  
Center and Fort Bliss  
Fort Bliss, TX 79916-5000

Commander  
U.S. Army Ordnance Center  
and School  
Aberdeen Proving Ground,  
MD 21005-5201

Commander  
U.S. Army Transportation  
Center and Fort Eustis  
Fort Eustis, VA 23604-5000

Commander  
U.S. Army Signal Center  
and Fort Gordon  
Fort Gordon, GA 30905-5000

Commander  
U.S. Army Training Center  
and Fort Jackson  
Fort Jackson, SC 29207-5000

Commander  
U.S. Army Armor Center  
and Fort Knox  
Fort Knox, KY 40121-5000

Commander  
U.S. Army Combined Arms  
Command  
Fort Leavenworth, KS 66027-  
5000

Commander  
U.S. Army Quartermaster  
Center and Fort Lee  
Fort Lee, VA 23801-5000

Commander  
U.S. Army Chemical and  
Military Police Centers  
and Fort McClellan  
Fort McClellan, AL 36205-5000

Commander  
U.S. Army Field Artillery  
Center and Fort Sill  
Fort Sill, OK 73503-5000

Tab A (TRADOC Training Centers and Service Schools) to Appendix 5  
(Addresses of Training Organizations/Units) to ANNEX T (TRAINING)  
to TMOPEs 1-97

Deputy Commander  
U.S. Army Soldier Support  
Center  
Fort Jackson, SC 29207-5000

Commander  
U.S. Army Intelligence Center  
and School  
Fort Huachuca, AZ 85613-7000

Commandant  
U.S. Army Aviation School  
Fort Rucker, AL 36362-5000

Commandant  
U.S. Army Chaplain School  
Fort Jackson, SC 29207-5000

Commander  
U.S. Army Ordnance, Missile,  
and Munitions Center and School  
Redstone Arsenal, AL 35897

Assistant Commandant  
U.S. Army Aviation Logistics School  
Fort Eustis, VA 23604-5414

Tab B (Major USAR Training Base Augmentation Units) to Appendix 5  
(Addresses of Training Organizations/Units) to ANNEX T (TRAINING)  
to TMOPEs 1-97

Commander  
80th Division (Institutional Training)  
6700 Strathmore Road  
Richmond, VA 23137-1198

Commander  
84th Division (Institutional Training)  
4828 West Silver Spring Drive  
Milwaukee, WI 53218-3498

Commander  
95th Division (Institutional Training)  
5316 South Douglas Blvd.  
Oklahoma City, OK 73150-9704

Commander  
98th Division (Institutional Training)  
James Wadsworth USARC  
2305 N. Goodman Street  
Rochester, NY 14609-1098

Commander  
100th Division (Institutional Training)  
3600 Century Division Way  
Louisville, KY 40205-5000

Commander  
104th Division (Institutional Training)  
USAR Center, Vancouver Barracks  
Vancouver, WA 98661-3896

Commander  
108th Division (Institutional Training)  
1412 Westover Street  
Charlotte, NC 28205-5220

Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPES 1-97

Following provides a suggested (optional) format for the Training Base Expansion annex to installation mobilization plans.

FORMAT

ANNEX J (TRAINING BASE EXPANSION PLAN) to Fort \_\_\_\_ MOBILIZATION PLAN

REFERENCES: (list or refer to an Appendix)

1. SITUATION. See basic TMOPES.

a. General. See basic ANNEX.

b. Enemy Forces. See ANNEX B to TMOPES.

c. Friendly Forces. List all AC and RC units involved in training base expansion at the installation.

d. Assumptions. The following assumptions are made (see basic TMOPES).

(1) .....

(2) .....

(3) .....

2. MISSION. On order, Ft. \_\_\_\_\_ expands the training base by (list specific functions, i.e., expanding existing training activities, establishing/augmenting RECBN, etc.).

3. EXECUTION.

a. Concept of Operations. List in detail the installation's concept for expanding the training/reception activities.

b. Tasks.

(1) List training base expansion functions of training base expansion units (i.e., USATC, USAR Divisions (IT), Reception Battalion).

(2) List specific tasks that address training base expansion, including the functions of each principal staff element (i.e., DPTM, DPCA, DOL, DHS, SJA, etc.), as appropriate.

Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPES 1-97

(3) Use ANNEX T to TMOPES and current MOB ARPRINTs to develop installation taskings for training base expansion.

(4) Separate Appendixes should identify or provide the following (sample Appendixes provided, as indicated):

(a) Training structure required to satisfy mobilization training requirements (See Tab A of this Appendix for sample).

(b) General support and school support units required to support the training base (See Tab B of this Appendix for sample).

(c) Additional facilities required to support training base expansion (See Tab C of this Appendix for sample).

(d) Equipment (mission essential equipment) (See Tab D of this Appendix for sample).

(e) Command Table of Allowance (CTA) items of equipment required to support training base expansion (See Tab E of this Appendix for sample).

(f) Individual training ammunition required to support training base expansion (See Tab F of this Appendix for sample).

(g) Fuel requirements, grouped by type, to support training base expansion (See Tab G of this Appendix for sample).

(h) Services that commercial contract could support (See Tab H of this Appendix for sample).

(i) Other problem areas and recommendations (optional) (See Tab I of this Appendix for sample).

(j) Building and area assignments for training base units (no sample included).

c. Coordinating Instructions.

(1) This plan is effective for planning upon approval by the Installation Commander and for execution upon receipt of HQDA or other appropriate mobilization order

(2) References to "M-Day" in this Appendix refer to the day following declaration of any level of mobilization. Use "S-

Appendix 6 (Format for Training Base Expansion Plan Annex to  
Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPES  
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Day" for PSRC, "T-Day" for Partial Mobilization, and "M-Day" for  
Full Mobilization.

4. ADMINISTRATION AND LOGISTICS.

- a. Personnel and Administration (Annex \_\_\_\_).
- b. Logistics (Annex \_\_\_\_).
- c. Public Affairs (Annex \_\_\_\_).
- d. Medical (Annex \_\_\_\_).
- e. FORSTAT Reporting Instructions (Annex \_\_\_\_)
- f. Financial Management (Annex \_\_\_\_).
- g. Engineer (Annex \_\_\_\_).
- h. Legal Services (Annex \_\_\_\_).

5. COMMAND AND CONTROL.

- a. Command.
    - (1) Command Relationships.....
    - (2) Command post.....
- HQ, Fort \_\_\_\_\_ ; EOC: Bldg.

b. Signal.

DSN:

COMMERCIAL:

TABs:

- A - Training Structure Required.
- B - Supporting Units.
- C - Facilities.
- D - Mission Essential Equipment.
- E - CTA Equipment.
- F - Individual Training Ammunition.
- G - Fuel Requirements.
- H - Contractual Services.

Appendix 6 (Format for Training Base Expansion Plan Annex to  
Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPES  
1-97

- I - Problems and Recommendations (Optional).
- ( ) - (Building and Area Assignments) - no format provided.



Tab A (Training Structure Required) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPES 1-97

## INSTRUCTIONS FOR PREPARATION FOR TAB A

### TRAINING STRUCTURE REQUIRED

Identify, by mobilization period and by week, the type of training companies required to structure the training base, IAW Branch proponent mobilization training strategies and projected training loads in current MOB ARPRINTs (see Appendix 3, ANNEX T, TMOPES).

Document total structure requirements in the MOBTDA. Use standard and non-standard personnel remarks codes on the MOBTDA to reflect the source of fill for the mobilization structure, e.g., peace-time assets and training base expansion units.

### TAB A

Training Base Expansion, Fort \_\_\_\_\_

### TRAINING STRUCTURE REQUIRED

<u>MOB PERIOD BY WEEK</u>	<u>COMPANIES BY TYPE</u> (use additional col's if necessary)				<u>TOTAL COs</u>
	<u>CTT/BCT</u>	<u>OSUT(CMF)</u>	<u>OSUT(CMF)</u>	<u>AIT</u>	
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
(thru week 26)					

Tab A (Training Structure Required) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPES 1-97

(NOTE: Structure requirements must address training base expansion activities occurring at each level of mobilization, i.e., PSRC/Partial Mobilization--Addition of CTT and MOS-specific refresher training, while all peacetime training programs continue; Full Mobilization--all IET training expands using MOBPOI.)

Tab B (Supporting Units) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPEs 1-97

INSTRUCTIONS FOR PREPARATION OF TAB B

SUPPORTING UNITS

Identify any military units for which contract support of the installation MOBTDA cannot substitute and that the installation requires to support the training base due to deployment of current or additional supporting units after expansion.

Also, identify general support force units required for base operations support.

Column a - List unit, by type, of support provided and size of unit.

Column b - Indicate if unit is needed for training mission or general support.

Column c - Enter YES or NO if the FORSCOM Mob Planning Subsystem lists a suitable unit mobilizing at this installation.

Column d - Enter if unit is replacement or additional.

Column e - Enter date the installation requires the unit.

Tab B (Supporting Units) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPEs 1-97

TRAINING BASE EXPANSION, Fort \_\_\_\_\_

SUPPORTING UNITS

<u>a</u>	<u>b</u>	<u>c</u>	<u>d</u>	<u>e</u>
<u>TYPE &amp; SIZE</u> <u>OF UNIT</u>	<u>GSF OR</u> <u>SCHOOL SPT</u>	<u>CURRENTLY</u> <u>LISTED AS</u> <u>A MOBSTA</u> <u>YES/NO</u>	<u>REPLACEMENT</u> <u>OR</u> <u>ADDITIONAL</u> <u>UNIT</u>	<u>REQD DATE</u> <u>(days after</u> <u>S-Day, T-</u> <u>Day, or M-</u> <u>Day)</u>

Tab C (Facilities) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPEs 1-97

INSTRUCTIONS FOR PREPARATION OF TAB C

FACILITIES

1. List ranges by type.
2. Facilities requirements shown in data columns represent the maximum requirement during the period between that column and the next column.
3. Consider only those facilities either required by training base missions or allocated by priority to the training base. Do not show facilities to meet deploying unit requirements or individual replacement (IDS/CRC) missions, if applicable to your installation.
4. Site facilities are number of individuals that tents can house. Limit required entries to those tents currently on-hand.

Tab C (Facilities) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPEs 1-97

TRAINING BASE EXPANSION, Fort \_\_\_\_\_

FACILITIES

EXISTING ASSETS				FACILITIES			REMARKS
Perm/Semi-Perm.	Temp	M+4	M+13	M+17	M+21	M+26	
UOQ (100SF spaces)							
UPH (72SF spaces) (54SF spaces)							
Site Facilities (72SF spaces)							
Dining Facilities (PN)							
Classrooms (sq ft) 17120 Gen Instruction 1713-series Applied Instruction							
Training Ranges (each)							
Training Area (acres)							
Other Essential Tng Facil (list, as required)							

Tab D (Mission Essential Equipment) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPEs 1-97

ENCLOSURE 1 - INSTRUCTION SHEET

ENCLOSURE 2 - TRAINING LITERATURE/TAPE/FILM REQUIREMENTS

ENCLOSURE 3 - TIME-PHASED REQUIREMENTS FOR ENCLOSURE 2

Enclosure 1 (Instruction Sheet) to Tab D (Mission Essential Equipment) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPEs 1-97

Encl 2 - Self explanatory.

Encl 3 - For every item displayed in Encl 2, compute time-phased requirements in 30-day increments, as displayed.



Enclosure 2 (Training Literature/Tape/Film Requirements) to Tab D (Mission Essential Equipment) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPEs 1-97

TRAINING BASE EXPANSION, Fort \_\_\_\_\_

TRAINING LITERATURE/TAPES/FILMS

<u>ITEM</u> <u>NOMENCLATURE</u>	<u>TITLE</u>	<u>TOTAL</u> <u>REQUIRED</u> <u>FOR MOB</u>	<u>AVERAGE</u> <u>STOCK</u> <u>LEVEL</u>	<u>NUMBER</u> <u>SHORT</u>
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Enclosure 3 (Time-Phased Requirements for Encl 2) to Tab D  
(Mission Essential Equipment) to Appendix 6 (Format for Training  
Base Expansion Plan Annex to Installation Mobilization Plan) to  
ANNEX T (TRAINING) to TMOPEs 1-97

TRAINING BASE EXPANSION, Fort \_\_\_\_\_

TRAINING LITERATURE/TAPE/FILM  
TIME-PHASED REQUIREMENTS

<u>NOMENCLATURE</u>	<u>TITLE</u>	<u>M-Day</u>	<u>M+31</u>	<u>M+61</u>	<u>M+91</u>	<u>M+121</u>	<u>M+151</u>	<u>TOTAL</u>
		<u>M+30</u>	<u>M+60</u>	<u>M+90</u>	<u>M+120</u>	<u>M+150</u>	<u>M+180</u>	<u>REQD</u>

Tab E (CTA Equipment) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPEs 1-97

Encl 1 - INSTRUCTION SHEET

Encl 2 - TIME-PHASED REQUIREMENTS FOR CENTRAL ISSUE FACILITY (CIF)

Encl 3 - TIME-PHASED REQUIREMENTS FOR DINING FACILITY EQUIPMENT

Encl 4 - TIME-PHASED REQUIREMENTS FOR EQUIPMENT OTHER THAN CENTRAL ISSUE FACILITY/DINING FACILITY

Enclosure 1 (Instruction Sheet) to Tab E (CTA Equipment) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPES 1-97

INSTRUCTION SHEET

- Encl 2 - 1. List items for Central Issue Facility (CIF) only.
2. Column a - Short item description.
3. Column b - List in LIN sequence number (A000001 to Z99999).
4. Remaining Columns - Self-explanatory.
- Encl 3 - List equipment items for Dining Facility expansion only.
- Encl 4 - List remaining CTA items, less Central Issue Facility (CIF) and Dining Facility requirements.

Enclosure 2 (Time-Phased Requirements for Central Issue Facility)  
to Tab E (CTA Equipment) to Appendix 6 (Format for Training Base  
Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T  
(TRAINING) to TMOPEs 1-97

TRAINING BASE EXPANSION, Fort \_\_\_\_\_

CENTRAL ISSUE FACILITY (CIF) TIME-PHASED REQUIREMENTS

<u>a</u>		<u>b</u>						
ITEM		M-Day	M+31	M+61	M+91	M+121	M+151	TOTAL
<u>NOMENCLATURE</u>	<u>LIN</u>	<u>M+30</u>	<u>M+60</u>	<u>M+90</u>	<u>M+120</u>	<u>M+150</u>	<u>M+180</u>	<u>REQD</u>

Enclosure 3 (Time-Phased Requirements for Dining Facility Equipment) to Tab E (CTA Equipment) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPEs 1-97

TRAINING BASE EXPANSION , Fort \_\_\_\_\_

DINING FACILITY EQUIPMENT TIME-PHASED REQUIREMENTS

ITEM		M-Day	M+31	M+61	M+91	M+121	M+151	TOTAL
<u>NOMENCLATURE</u>	<u>LIN</u>	<u>M+30</u>	<u>M+60</u>	<u>M+90</u>	<u>M+120</u>	<u>M+150</u>	<u>M+180</u>	<u>REQD</u>

Enclosure 4 (Time-Phased Requirements for Equipment Other Than Central Issue Facility/Dining Facility Requirements) to Tab E (CTA Equipment) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPEs 1-97

TRAINING BASE EXPANSION, Fort \_\_\_\_\_

OTHER EQUIPMENT TIME-PHASED REQUIREMENTS

ITEM		M-Day	M+31	M+61	M+91	M+121	M+151	TOTAL
<u>NOMENCLATURE</u>	<u>LIN</u>	<u>M+30</u>	<u>M+60</u>	<u>M+90</u>	<u>M+120</u>	<u>M+150</u>	<u>M+180</u>	<u>REQD</u>

Tab F (Individual Training Ammunition) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPEs 1-97

TRAINING BASE EXPANSION, Fort \_\_\_\_\_

INDIVIDUAL TRAINING AMMUNITION

QUANTITY REQUIRED BY MONTHS

<u>DODIC</u>	<u>NOMENCLATURE</u>	<u>M+1</u>	<u>M+2</u>	<u>M+3</u>	<u>M+4</u>	<u>M+5</u>	<u>M+6</u>	<u>TOTAL QUANTITY REQUIRED</u>
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INSTRUCTIONS: Identify individual training ammunition requirements by DODIC, based on POI taught times student input per month.



Tab G (Fuel Requirements) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPEs 1-97

TRAINING BASE EXPANSION, Fort \_\_\_\_\_

FUEL REQUIREMENTS

GALLONS REQD BY MONTHS

<u>TYPE OF</u> <u>FUEL</u>	<u>M+1</u>	<u>M+2</u>	<u>M+3</u>	<u>M+4</u>	<u>M+5</u>	<u>M+6</u>	<u>TOTAL</u> <u>GALLONS</u>
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Tab H (Contractual Services) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPEs 1-97

TRAINING BASE EXPANSION, Fort \_\_\_\_\_

CONTRACTUAL SERVICES

<u>TYPE OF SERVICE</u>	<u>WRITTEN SOW COMPLETED</u>	<u>SOW REVIEWED/REVISED BY CONTRACTING DIRECTORATE</u>	<u>ESTIMATED COST</u>
----------------------------	--------------------------------------	--	---------------------------

TOTAL: \_\_\_\_\_

SOW = Statement of Work

Tab I (Problems and Recommendations) to Appendix 6 (Format for Training Base Expansion Plan Annex to Installation Mobilization Plan) to ANNEX T (TRAINING) to TMOPEs 1-97

TRAINING BASE EXPANSION, Fort \_\_\_\_\_

PROBLEMS AND RECOMMENDATIONS

STATEMENT OF PROBLEM:

DISCUSSION:

RECOMMENDED SOLUTION:

ESTIMATED COST:  
(if applicable)

Appendix 7 (References) to Annex T (TRAINING) to TMOPES 1-97

Following is a listing of applicable reference publications pertinent to training base expansion planning:

<u>REFERENCE</u>	<u>TITLE</u>
1. AR 71-14	The Army Authorization Documents System (TAADS)
2. AR 140-145	Individual Mobilization Augmentation (IMA) Program
3. AR 210-20	Master Planning for Army Installations
4. AR 210-21	Ranges and Training Areas
5. AR 220-10	Preparation for Overseas Movement of Units (POM)
6. AR 350-1	Army Training
7. AR 350-10	Management of Army Individual Training Requirements and Resources
8. AR 350-38	Training Device Policies and Management
9. AR 351-1	Individual Military Education and Training
10. AR 500-5	Army Mobilization and Operations Planning and Execution System (AMOPES)
11. AR 500-10	Non-Industrial Facilities for Mobilization
12. AR 600-8	Military Personnel Management
13. AR 600-8-108	Initial Entry/Prior Service Training Support (under revision)
14. AR 601-10	Mobilization of Retired Members of the Army

Appendix 7 (References) to Annex T (TRAINING) to TMOPES 1-97

15. DA Pam 25-37	Index of Graphic Training Aids (GTA)
16. DA Pam 350-9	Index and Description of Army Training Devices
17. DA Pam 350-38	Standards in Weapons Training
18. DA Pam 570-551	Staffing Guide for U.S. Army Garrisons
19. DA Pam 600-72	Army Manpower Mobilization
20. DA Training Cir 25-8	Training Ranges
21. FM 12-6	Personnel Doctrine
22. FM 25-5	Training for Mobilization and War
23. FM 25-100	Training the Force
24. FM 25-101	Battle-Focused Training
25. FM 100-17	Mobilization, Deployment, Redeployment, Demobilization
26. FORSCOM/TRADOC Reg 140-3	USAR Training Divisions, USAR Separate Training Brigades, and USAR Reception Battalion Training Policies
27. FORSCOM Reg 350-2	Reserve Component Training in America's Army (ARNG)
28. FORSCOM Reg 500-3	Forces Command Mobilization and Deployment Planning System
29. TRADOC Reg 350-6	Initial Entry Training (IET) Policies and Administration
30. TRADOC Reg 350-7	A Systems Approach to Training
31. TRADOC Reg 350-70	Training Development Management, Processes and Products
32. TRADOC Reg 351-10	Institutional Leader Training and Education
33. TRADOC Reg 351-18	Total Army School System

Appendix 7 (References) to Annex T (TRAINING) to TMOPES 1-97

- |                         |   |
|-------------------------|---|
| 34. TRADOC Pam 350-9    | TRADOC Training Devices for Army-wide Use                             |
| 35. TRADOC Pam 350-70-8 | Total Army School System Training Requirements Analysis System (TRAS) |
| 36. NG Pam 351-1        | Total Army School System  |

ANNEX U (DENTAL) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan).

2. Mission. On order, TRADOC coordinates with U.S. Army Dental Command (DENCOM) to provide dental services and dental support to deploying and mobilizing forces IAW The Surgeon General's policy, guidance and doctrine.

3. EXECUTION.

a. Concept of Operations.

(1) Plan dental support commensurate with ANNEX M (Medical) of the Army Mobilization and Operations Planning and Execution System (AMOPES).

(2) Installation Commanders coordinate with the installation Director of Dental Services on all matters related to installation dental services.

(3) The TRADOC Dental Surgeon's Office provides assistance to the Emergency Operations Center (EOC) and coordinates with the various dental organizations, agencies, and staff elements concerning dental support as required.

(4) Demobilization. (See Appendix 1, this ANNEX).

b. Tasks.

(1) The TRADOC Dental Surgeon.

(a) Maintain liaison with the Office of the Assistant Surgeon General for Dental Affairs, U.S. Army Institute of Dental Research, DENCOM and U.S. Army Forces Command (FORSCOM) on dental issues.

(b) Coordinate with organizations and Major Commands on dental initiatives, programs, and policies affecting TRADOC installations.

(c) Provide dental information updates to the TRADOC Commander and staff.

ANNEX U (DENTAL) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

(d) Establish liaison with the TRADOC Emergency Operations Center (EOC) as directed.

(2) Installations.

(a) Adhere to all provisions of the U.S. Army Medical Command (MEDCOM) Mobilization Plan as it pertains to installation dental support for operations, contingencies, and all levels of mobilization.

(b) Develop and maintain a current estimate of Army Dental personnel requirements by grade, specialty and required availability date for installation training and sustaining base in support of operations, contingencies and all levels of mobilization.

(c) Develop and maintain, in coordination with FORSCOM, U.S. Army Reserve (USAR) Tables of Distribution and Allowances (TDA) Troop Program Unit (TPU) structures to provide incremental call-up of personnel for dental support expansion to meet installation and mobilization station requirements.

(d) Submit specific unit requirements for CONUS-based dental missions directly to FORSCOM, info HQ TRADOC, ATTN: ATCS-EOC, and notify DENCOM, ATTN: DDS.

(e) With DENCOM approval, cross-level Army Medical Department (AMEDD) dental personnel. The Director of Health Services (DHS) and the Director of Dental Services (DDS), as special staff, provide recommendations on AMEDD cross-leveling to the installation commander.

(f) Identify AMEDD Dental Professional Officer Filler System (PROFIS) requirements to HQ TRADOC, ATTN: ATCS-EOC.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND SIGNAL. (See basic plan).

HARTZOG  
GEN

OFFICIAL:

HAKE  
TRADOC Dental Surgeon

Appendixes: 1 - Demobilization



Appendix 1 (Demobilization) to ANNEX U (DENTAL) to TMOPES 1-97

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (See basic plan).

2. MISSION. On order, TRADOC coordinates with DENCOM to provide dental support to designated transition Army Forces from active duty to reserve status during demobilization operations.

3. EXECUTION.

- a. Concept of Operations. (See basic ANNEX).
- b. Tasks.

(1) The TRADOC Dental Surgeon. In addition to tasks specified in the basic ANNEX, advise and coordinate with installations regarding dental services provided in support of demobilization missions.

(2) Installations.

(a) Adhere to all provisions of the DENCOM Mobilization Plan as it pertains to installation dental support during demobilization operations.

(b) Develop and maintain a current estimate of Army Dental personnel requirements by grade, specialty and date required for installation dental support during demobilization operations.

(c) In coordination with TRADOC, HSC and installation staffs, prepare to resume normal dental support functions at the conclusion of operational, contingency or mobilization missions.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND SIGNAL. (See basic plan).

ANNEX V (HISTORY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

1. SITUATION.

- a. Enemy Forces. ANNEX B, Intelligence.
- b. Friendly Forces. (See basic plan).
- c. Assumptions. (Also see basic plan). The Individual Mobilization Augmentee (IMA) assigned to the Office of the Command Historian reports at M+5 days, or as soon after as possible, based on TRADOC IMA activation allocation from HQDA.

2. MISSION. On order, TRADOC documents the historical record of the command's action and provides policy for command-wide historical actions in support of operations, contingencies and all levels of mobilization.

3. EXECUTION.

a. Concept of Operations. At all stages of mobilization and deployment and during demobilization, and at all levels of command, history provides information to support operations and contingencies, thus adding context to the command's planning and actions. Historians throughout the command collect information to document TRADOC's actions, and produce annual histories, historical monographs and special studies.

b. Tasks.

(1) TRADOC Military History Office:

(a) Designates a Subject Matter Expert (SME) from the professional staff to serve as liaison to the TRADOC Emergency Operations Center (EOC). The SME responds to EOC inquiries, attends briefings, transfers all documentation of historical value to the Office of the Command Historian, and provides guidance to subordinate command historians, based upon the operation or level of mobilization supported.

(b) Identifies and collects critical documentation and conducts oral interviews with key personnel.

(2) Chief Historian:

(a) Defines appropriate historical coverage of the operation supported. The coverage focuses on planning, operations of the EOC, base operations support, reception stations, deployment, CONUS Replacement Centers, family support activities,

ANNEX V (HISTORY) to TRADOC Mobilization and Operations Planning  
and Execution System 1-97 (TMOPES 1-97)

expansion of the training base, doctrinal and combat development activities, redeployment, demobilization, and related issues.

(b) Dependent upon the operation, contingency, or level of mobilization, Chief Historian defines coverage provided in the TRADOC Annual Command History, subordinate organization annual histories, monographs, and/or special studies.

(c) Tasks administrative and professional personnel, including IMA, and historians in subordinate organizations, based on workload.

4. ADMINISTRATION AND LOGISTICS. (See basic plan).

5. COMMAND AND CONTROL. (See basic plan).

HARTZOG  
GEN

OFFICIAL:

STENSVAAG  
Chief Historian

ANNEX W (REPORTS) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

1. The Daily Intelligence Summary (INTSUM) is provided by the Intelligence Directorate of the Deputy Chief of Staff for Doctrine. ANNEX B.

2. TRADOC installation operational status is reported in the daily Commander's Situation Report (SITREP). Appendix 1 to ANNEX C.

3. Following specific reports are part of the SITREP:

- a. Logistical Status Report (LOGSTAT). ANNEX D.
- b. Identification of logistical, Base Operations (BASOPS) support, or CONUS Replacement Center (CRC) Organization Clothing and Individual Equipment (OCIE) shortfalls. ANNEX D.
- c. Daily strength report. ANNEX E. Format is at Tab B to Appendix 1 to ANNEX E to Army Mobilization and Operations Plan and Execution System (AMOPES).
- d. Army Civilian Personnel System (ACPERS) reports. Appendix 3 to ANNEX E.
- e. Daily CRC processing capability and Non-Unit Related Personnel (NRP) status report. Appendix 4 to ANNEX E and Tab A to Appendix 4 to ANNEX E.
- f. Installation demobilization or CONUS Demobilization Center (CDC) resource shortfall. Appendix 8 to ANNEX E.
- g. News media requests from installations (Non-DoD Media Pool). ANNEX F.
- h. Installation requests for waiver of safety requirements, standards, and regulations. ANNEX I.
- i. Installation and activity report of Information Mission Area (IMA) system outages and/or deficiencies. ANNEX K.
- j. Identification of Army Medical Department (AMEDD) Professional Filler System (PROFIS) requirements. ANNEX M.
- k. Finance, budget, and resource management issues or shortfalls. ANNEX O.
- l. Daily Chaplain and Chaplain Assistant Report. Appendix 5 to ANNEX P.

ANNEX W (REPORTS) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

m. Training capability and status report. Incorporated in SITREP. Appendix 1 to ANNEX C.

n. Reception Battalion (RECBN) and U.S. Army Training Center (USATC) trainee processing and population status. Appendix 3 to ANNEX T.

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning  
and Execution System 1-97 (TMOPES 1-97)

**GLOSSARY**

**A**

AAFES	Army and Air Force Exchange Service
AC	Active Component
ACCP	Army Correspondence Course Program
ACPERS	Army Civilian Personnel System
ACS	Army Community Service
AD	Active Duty
ADA	Air Defense Artillery
ADAM	Armywide Devices Automated Management
AIS	Automatic Information System
AEI	Architectural and Engineering Instructions
AER	Army Emergency Relief
AFARS	Army Federal Acquisition Regulation Supplement
AG	Adjutant General
AGGCS	Army Global Command and Control System
AGR	Active Guard/Reserve
AHS	Academy of Health Sciences
AIT	Advanced Individual Training
AIMS	Automated Instructional Management System
ALC	Army Learning Center
ALMC	Army Logistics Management Center
ALO	Authorized Level of Organization
AMC	Army Materiel Command

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPEs 1-97)

AMEDD	Army Medical Department
AMOPES	Army Mobilization and Operations Planning and Execution System
AMSA	Area Maintenance Support Activity
ANCOC	Advanced Noncommissioned Officer Course
AOAP	Army Oil Analysis Program
AOC	Area of Concentration
APG	Aberdeen Proving Ground
APFT	Army Physical Fitness Test
AR	Armor
ARADS	Army Recruiting Automated Data System
ARNG	Army National Guard
AR-PERSCOM	U.S. Army Reserve - Personnel Command
ARPRINT	Army Program for Individual Training
ASI	Additional Skill Identifier
AT	Annual Training
ATC	Army Training Center
ATRRS	Army Training Requirements and Resources System
ATSC	U.S. Army Training Support Center
AUTODIN	Automatic Digital Network
AUEL	Automated Unit Equipment List
AV	Aviation
AWC	Army War College

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning  
and Execution System 1-97 (TMOPES 1-97)

**B**

BASOPS	Base Operations
BBPCT	Bracing, Blocking, Packing, Crating, and Tiedown
BCT	Basic Combat Training
BCTP	Battle Command Training Program
BDE	Brigade
BN	Battalion
BIOCC	Branch Immaterial Officer Candidate Course
BMG	Budget Manpower Guidance
BNCOC	Basic Noncommissioned Officer Course
BOCC	Branch Specific Officer Candidate Course
BPA	Blanket Purchase Request
BRM	Basic Rifle Marksmanship
BT	Basic Training
BSNCOC	Battle Staff Noncommissioned Officer Course

**C**

CA	Combat Arms
CAA	U.S. Army Concepts Analysis Agency
CAC	Combined Arms Center
CAC	Casualty Area Command
CAD	Course Administrative Data
CAPCES	Construction Appropriations Programming Control and Execution System
CAR	Chief, Army Reserve



ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning  
and Execution System 1-97 (TMOPES 1-97)

CAS	Civilian-Acquired Skills
CASCOM	Combined Arms Support Command
CAS3	Combined Arms and Services Staff School
CAV	Cavalry
CCI	Controlled Cryptographic Items
CDC	CONUS Demobilization Center
CDE	Chemical Defense Equipment
CDS	Child Development Services
CER	Cost Estimating Relationship
CFV	Combat Fighting Vehicle
CGSC	Command and General Staff College
CGSOC	Command and General Staff Officer Course
CHAMPUS	Civilian Health and Medical Program of the Uniformed Services
CI	Counterintelligence
CIF	Central Issue Facility
CIIP	Clothing Initial Issue Point
CINC	Commander-in-Chief
CIS	Commonwealth of Independent States
CLT	Critical Leadership Tasks
CMF	Career Management Field
COMPO	Component
COMSEC	Communications Security
CONPLAN	Contingency Plan
CONUS	Continental United States

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning  
and Execution System 1-97 (TMOPES 1-97)

CONUSA	Continental U. S. Army
CPOC	Civilian Personnel Operations Centers
CPE	Clinical Pastoral Education
CRD	Commanders Required Date
CRC	CONUS Replacement Center
CS	Combat Support
CSMC	Command Sergeants Major Course
CSMD	Command Sergeants Major Designee
CSS	Combat Service Support
CTA	Common Table of Allowances
CTC	Cadre Training Course
CTT	Common Task Training;
CTT	Common Task Test (2 <sup>nd</sup> meaning)

**D**

DA	Department of the Army
DCPCS	Defense Civilian Personnel Data System
DCSBOS	Deputy Chief of Staff for Base Operations Support
DCSCD	Deputy Chief of Staff for Combat Development
DCSDOC	Deputy Chief of Staff for Doctrine
DCSIM	Deputy Chief of Staff for Information Management
DCSINT	Deputy Chief of Staff for Intelligence
DCSLOG	Deputy Chief of Staff, Logistics
DCSOPS	Deputy Chief of Staff, Operations

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

DCSPER	Deputy Chief of Staff, Personnel
DCSRM	Deputy Chief of Staff for Resource Management
DCST	Deputy Chief of Staff for Training
DDS	Director of Dental Services
DEERS	Defense Enrollment Eligibility Reporting System
DEMSTAT	Deployment, Employment Mobilization Status
DENCOM	U.S. Army Dental Command
DENTAC	Dental Activity
DEH	Director of Engineering and Housing
DEP	Delayed Entry Program
DFARS	Defense Federal Acquisition Regulation Supplement
DFAS	Defense Finance and Accounting Service
DHS	Director of Health Services
DIMA	Drilling Individual Mobilization Augmentee
DIV (T)	USAR Division (Institutional Training)
DJMS-RC	Defense Joint Military Pay System - Reserve Component
DOC	Directorate of Contracting
DoD	Department of Defense
DOIM	Director of Information Management
DOL	Director of Logistics
DOTD	Directorate of Training and Doctrine
DPCA	Director of Personnel and Community Activities
DPG	Defense Planning Guidance
DPTM	Director of Plans, Training and Mobilization

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning  
and Execution System 1-97 (TMOPES 1-97)

DS Direct Support

DS Drill Sergeant

DSC Drill Sergeant Course

DSS Drill Sergeant School

DSSCS Defense Special Security Communications Support

**E**

EAATS Eastern ARNG Aviation Training Site

ECS Equipment Concentration Site

EEFI Essential Elements of Friendly Information

ELINT Electronic Intelligence

EN Engineer

EOC Emergency Operations Center

EW Electronic Warfare

**F**

FA Field Artillery

FAC Family Assistance Center

FLC Family Life Center

FOA Field Operating Agency

FORMDEPS FORSCOM Mobilization and Deployment Planning  
System

FORSCOM U.S. Army Forces Command

FOUO For Official Use Only

FSC First Sergeants Course

FSC Family Support Coordinator

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning  
and Execution System 1-97 (TMOPES 1-97)

FSG Family Support Group

FYP Five Year Plan

**G**

GDP General Defense Plan

GMR Graduated Mobilization Response

GS General Support

GST General Skill Training

GSU Garrison Support Unit

GTA Graphic Training Aid

**H**

HUMINT Human Intelligence

HQDA Headquarters, Department of the Army

**I**

IERW Initial Entry Rotary Wing

IET Initial Entry Training

IMA Information Mission Area

IMA Individual Mobilization Augmentee

INTSUM Intelligence Summary

IRR Individual Ready Reserve

ISC Intelligence Support Cell

ISSA Interservice Support Agreement

ISSO Information Systems Security Officer

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning  
and Execution System 1-97 (TMOPES 1-97)

ISSM	Information Systems Security Manager
ITP	Individual Training Plan
ITRO	Interservice Training Review Organization

**J**

JAG	Judge Advocate General
JCS	Joint Chiefs of Staff
JFTR	Joint Federal Travel Regulation
JFKSWCS	U.S. Army John F. Kennedy Special Warfare Center and School
JRTC	Joint Readiness Training Center
JSS	Joint Service System

**L**

LC	Language Code
LDR	Leader
LOGSTAT	Logistics Status Report
LTA	Local Training Area
LRP	Long Range Plan

**M**

MACOM	Major Army Command (FORSCOM, AMC, TRADOC, etc.)
MCA	Military Construction, Army
M-Day	The day on which Full Mobilization is declared.
MEDDAC	Medical Department Activity
MEDCEN	Medical Center

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPEs 1-97)

MEDCOM	U.S. Army Medical Command
MEPCOM	U.S. Military Enlistment Processing Command
MEPS	Military Entrance Processing Station
MEPRS	Military Entrance Processing Reporting Center
MER	Manpower Estimating Relationship
METL	Mission Essential Task Level
MF	Multi-Functional
MILES	Multiple Integrated Laser Engagement System
MILPO	Military Personnel Office
MOA	Memorandum of Agreement
MOB	Mobilization
MOB ARPRINT	Mobilization Army Program for Individual Training
MOBERS	Mobilization Equipment Redistribution System
MOBEX	Mobilization Exercise
MOBMAN	Mobilization Manpower Planning System
MOBPERS	Mobilization Personnel Processing System
MOBPOI	Mobilization Program of Instruction
MOBPRO	Mobilization Construction Program
MOBTDA	Mobilization Table of Distribution and Allowances
MOPP	Mission Oriented Protection Position
MOS	Military Occupational Specialty
MOSC	Military Occupational Specialty Code
MOSQ	Military Occupational Specialty Qualified
MOU	Memorandum of Understanding

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

MP	Military Police
MPES	Mobilization Planning and Execution System
MPL	Mobilization Project List
MPRJ	Military Personnel Record Jacket
MPS	Mobilization Planning System (ATRRS Subsystem)
MQS	Military Qualification Standard
MRC	Major Regional Contingency
MS	Mobilization Station
MTMC	Military Traffic Management Command
MTOE	Modified Table of Organization and Equipment
MTT	Mobile Training Team
MTW	Major theater War
MUSARC	Major U.S. Army Reserve Command
MWR	Morale, Welfare, and Recreation
MYPLAN	Multi-Year Plan

**N**

NAF	Non-Appropriated Funds
NBC	Nuclear, Biological, Chemical
NCA	National Command Authority
NCO	Non Commissioned Officer
NCOA	Noncommissioned Officer Academy
NCOES	Noncommissioned Officer Education System
NDU	National Defense University
NETT	New Equipment Training Teams



ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning  
and Execution System 1-97 (TMOPES 1-97)

NGB	National Guard Bureau
NIF	Non-Industrial Facilities
NPS	Non-Prior Service
NRP	Non-unit Related Personnel
NTC	National Training Center

**O**

OAC	Officer Advanced Course
OBC	Officer Basic Course
OCAR	Office, Chief of the Army Reserve
OCE	Office of the Chief of Engineers
OCIE	Organizational Clothing and Individual Equipment
OCONUS	Outside Continental United States
OCS	Officer Candidate School
OD	Ordnance
OES	Officer Education System
OMMCS	U.S. Army Ordnance Missile and Munitions Center and School
OP	Operational Project
OPCON	Operational Control
OPLAN	Operations Plan
OPM	Office of Personnel Management
OPSEC	Operational Security
ORD	Ordnance
ORF	Operational Readiness Float
OSD	Officer of the Secretary of Defense

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning  
and Execution System 1-97 (TMOPEs 1-97)

OSUT                    One Station Unit Training

**P**

PAO                    Public Affairs Office

PBD                    Program Budget Decision

PBG                    Program Budget Guidance

PCC                    Pre-Command Course

PCS                    Permanent Change of Station

PEO                    Program Executive Offices

PERSACS               Personnel Structure and Composition System

PERSCOM               U.S. Total Army Personnel Command

PHOTINT               Photo Intelligence

PIR                    Priority Intelligence Requirements

PLDC                   Primary Leadership Development Course

PLL                    Prescribed Load List

POE                    Port of Embarkation

POI                    Program of Instruction

POM                    Program Objective Memorandum; Preparation for  
Overseas Movement

POMCUS               Prepositioned Materiel Configured to Unit Sets

PPP                    Power Projection Platform

PRB                    Personnel Replacement Battalion

PRC                    Personnel Replacement Company

PROFIS                Professional Officer Filler System

PSA                    Port Support Activity

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning  
and Execution System 1-97 (TMOPES 1-97)

PSC	Personnel Service Center/Company
PSP	Power Support Platform
PSRC	Presidential Selected Reserve Call-up
PSYOP	Psychological Operations

PURE	POMCUS Unit Residual Equipment
PWRMSMF	Prepositioned War Reserve Materiel Stocks for Medical Facilities

**Q**

QM	Quartermaster
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**R**

PAPIDS	Random Access Personnel Information Dissemination System
RASC	Recruiting Area Staffing Committee
RC	Reserve Component
RCTI	Reserve Component Training Institution
RC3	Reserve Component Configured Course
RECBASS	Reception Battalion Automated Support System
RECBN	Reception Battalion
REGT	Regiment
RELMS	Rapidly Erectable Light Mobilization Structures
REPCO	Reporting Code
REQUEST	Recruit Quota System
RF	Reserve Forces
RFH	Resources Factor Handbook

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

RFI	Reserve Forces Intelligence
RMS	REQUEST Mobilization System
ROTC	Reserve Officer Training Program
RPMP	Real Property Master Plan
RT	Recently Trained
RTI	Regional Training Institute
RTUP	Rapid Train-up

**S**

SAACONS	Standard Army Acquisition Contracting System
SAEDA	Subversion and Espionage Directed Against the U.S. Army
SAMS	School of Advanced Military Studies
SC	Signal Corps
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facilities
S-Day	Presidential Selected Reserve Call-Up (PSRC): The day the President authorizes the ordering of not more than 200,000 members of the selected reserve to active duty for up to 270 days. The selected reserve call-up is not a part of partial or Full Mobilization, but provides the foundation for further expansion of the active forces (such as partial mobilization).
SDT	Self Development Test
SI	Skill Identifier
SIDPERS	Standard Installation/Division Personnel System
SIG	Signal
SIGINT	Signal Intelligence

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning  
and Execution System 1-97 (TMOPES 1-97)

SITREP	Situation Report
SL	Skill Level
SMC	Sergeants Major's Course
SMCT	Soldiers Manual of Common Tasks
SMDR	Structure Manning Decision Review
SME	Subject Matter Expert
SOCOM	U.S. Special Operations Command
SOF	Special Operations Forces
SOW	Statement of Work
SQI	Special Qualification Identifier
SQT	Skill Qualification Test
SRC	Standard Requirement Code
SRO	Standing Route Order
SRP	Soldier Readiness Program
SSC	Soldier Support Center; Small Scale Contingency
SSO	Special Security Office
SSS	Selective Service System
STAMIS	Standard Army Management Information Systems
STARC	State Area Command
STO	Split Training Option
STRICOM	Simulation, Training and Instrumentation Command
SWO	Staff Weather Officer

**T**

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

TAG	The State Adjutant General
TAADS	The Army Authorization Documents System
TAC	Teach, Assess, Counsel
TADSS	Training Aids, Devices, Simulators, and Simulations
TAMMS	The Army Maintenance Management System
TAPDB	Total Army Personnel Data Base
TAR	TRADOC Acquisition Regulation
TASO	Training and Audiovisual Support Officer
TASS	Total Army School System
TATS	Total Army Training System
TATS-C	Total Army Training System-Courseware
TBOR	Training Base Output Requirement
TC	Transportation Corps
TCACCIS	Transportation Automated Command and Control Information System
TCDE	Technical Certification Diagnostic Examination
TCS	Temporary Change of Station
TDA	Table of Distribution and Allowances
T-Day	Partial Mobilization: The effective day coincident with the Presidential declaration of national emergency or the day Title 10, USC 673 is invoked by the President in furtherance of an existing national emergency to mobilize (not more than 1,000,000 exclusive of the 200,000 call-up) ready reserves and the resources needed for their support for a period of not more than 24 months.
TES	Tactical Engagement Simulation
TMDE	Test, Measurement, and Diagnostic Equipment

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning and Execution System 1-97 (TMOPES 1-97)

TMOPES	TRADOC Mobilization and Operations Planning and Executions System
TMP	Transportation Motor Pool
TNET	Teletraining Network
TOE	Table of Organization and Equipment
TPFDD	Time-Phased Force Deployment Data
TPU	Troop Program Unit
TRAC	TRADOC Analysis Center
TRALINET	TRADOC Library Information Network
TRAMEA	TRADOC Management Engineering Activity
TRAP	Training Resources Arbitration Process
TRAS	Training Requirements Analysis System
TSB	Training Support Brigade
TSC	Training Support Center
TTAD	Temporary Tours of Active Duty

**U**

UCMJ	Uniform Code of Military Justice
UEPH	Unaccompanied Enlisted Personnel Housing
UIC	Unit Identification Code
UMR	Unit Manning Report
UMT	Unit Ministry Team
UPH	Unaccompanied Personnel Housing
USACE	U.S. Army Corps of Engineers
USAF	U.S. Air Force

ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning  
and Execution System 1-97 (TMOPES 1-97)

USAG	U.S. Army Garrison
USAR	U.S. Army Reserve
USARC	U.S. Army Reserve Command
USAREC	U.S. Army Recruiting Command
USAREUR	U.S. Army, Europe
USARF	U.S. Army Reserve Forces
USARPAC	U.S. Army Pacific
USARSO	U.S. Army, South
USASMA	U.S. Army Sergeants Major Academy
USASOC	U.S. Army Special Operations Command
USATC	U.S. Army Training Center
USATSG	U.S. Army Test Measurement and Diagnostic Equipment Support Group
USMA	U.S. Military Academy
USMC	U.S. Marine Corps
USMTF	U.S. Message Text Format
USN	U.S. Navy
USR	Unit Status Report

**V**

VEARR	Volunteers for Early Access to the Ready Reserve
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**W**

WAATS	Western ARNG Aviation Training Site
WOAC	Warrant Officer Advanced Course
WOBC	Warrant Officer Basic Course



ANNEX X (GLOSSARY) to TRADOC Mobilization and Operations Planning  
and Execution System 1-97 (TMOPES 1-97)

WOCS                      Warrant Officer Candidate School

WOES                      Warrant Officer Education System

WOSC                      Warrant Officer Staff Course

WOTS                      Warrant Officer Training System

**Y**

YS                          Youth Services

ANNEX Z (DISTRIBUTION) to TRADOC Mobilization and Operations  
Planning and Execution System 1-97 (TMOPES 1-97)

DISTRIBUTION:

HQDA (DAAR-OP), WASH DC 20310-2400  
HQDA (DALO-PLO), WASH DC 20310-0500  
HQDA (DAMI-PIP), WASH DC 20314-0600  
HQDA (DAMO-ODM), WASH DC 20310-0400  
HQDA (DAMO-TR), WASH DC 20310-0400  
HQDA (DAPE-MO), WASH DC 20310-0300  
HQDA (NGB-MSO), WASH DC 20310-2500

COMMANDER

U.S. Army Personnel Information Systems Command  
200 Stovall Street, Alexandria, VA 22331-0400  
U.S. Army Medical Command, Fort Sam Houston, TX 78242-6000  
U.S. Army Materiel Command, ATTN: AMCLG-SC,  
5001 Eisenhower Avenue, VA 22333-0001  
U.S. Army Information Systems Command, ATTN: IAOPS-IOC,  
Fort Huachuca, AZ 85613-5000  
U.S. Army Intelligence and Security Command, ATTN: IAOPS-FM,  
Fort Belvoir VA 22060-5370  
Military Traffic Management Command, ATTN: MTPL-O,  
5611 Columbia Pike, Falls Church, VA 22041-5050  
U.S. Army Forces Command, ATTN: FCJ5-MD, Fort McPherson,  
GA 30330-6000  
First U.S. Army, ATTN: AFKD-OPO, Fort Gillem, GA 30050-7000  
Fifth U.S. Army, ATTN: AFKB-OP-P, Fort Sam Houston,  
TX 78234-7000  
I Corps, ATTN: G-3, Fort Lewis, WA 98433-5000  
III Corps and Fort Hood, ATTN: G-3, Fort Hood, TX 76544-5000  
XVIII Airborne Corps and Fort Bragg, ATTN: G-3,  
Fort Bragg, NC 28307-5000  
U.S. Army Reserve Command, ATTN: AFRC-OPO-M, 3800 North  
Camp Creek Parkway SW, Atlanta, GA 30331  
U.S. Army Reserve - Personnel Command, ATTN: DARP-MOP,  
9700 Page Blvd, St Louis, MO 63132-5200

COMMANDER

U.S. Military Enlisted Processing Command, ATTN: MEPCOP-P,  
2500 Green Bay Road, North Chicago, IL 60064-3094  
80th USAR Division (Tng), 6700 Strathmore Road, Richmond,  
VA 23237-1198  
84th USAR Division (Tng), 4828 West Silver Spring Drive,  
Milwaukee, WI 55111-4089  
95th USAR Division (Tng), P.O. Box 10095, Midwest City, OK  
73140-1095  
98th USAR Division (Tng), James Wadsworth USARC, 2035 N.  
Goodman Street N., Rochester, NY 14609-1032

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100th USAR Division (Tng), 3590 Century Division Way,  
Louisville, KY 40205-5000  
104th USAR Division (Tng), USAR Center, Bldg 987, Vancouver  
Barracks, Vancouver, WA 98661-3896  
108th USAR Division (Tng), 1330 Westover Street, Charlotte,  
NC 28205-5124  
U.S. Army Combined Arms Command and Fort Leavenworth,  
ATTN: ATZL-GOP, Fort Leavenworth, KS 66027-5000  
U.S. Army Combined Arms Support Command and Fort Lee,  
ATTN: ATZM-PTS-MM, Fort Lee, VA 23801-6000  
U.S. Army ROTC Cadet Command, ATTN: ATCC-TT,  
Fort Monroe, VA 23651-5000  
U.S. Army Infantry Center and Fort Benning,  
ATTN: ATZB-DPT-PO-PL, Fort Benning, GA 31905-5000  
U.S. Army Air Defense Artillery Center and Fort Bliss  
ATTN: ATZC-DPT-MR, Fort Bliss, TX 79916-5000  
U.S. Army Transportation Center and Fort Eustis,  
ATTN: ATZF-PTO, Fort Eustis, VA 23604-5000  
U.S. Army Signal Center and Fort Gordon,  
ATTN: ATZH-DPP-M, Fort Gordon, GA 30905-5000  
U.S. Army Soldier Support Center, Fort Jackson, SC 29207-5000  
U.S. Army Intelligence Center and Fort Huachuca,  
ATTN: ATZS-PTP, Fort Huachuca, AZ 85613-5000  
U.S. Army Training Center and Fort Jackson,  
ATTN: ATZJ-PTM-P, Fort Jackson, SC 29207-5000  
U.S. Army Armor Center and Fort Knox,  
ATTN: ATZK-DPT-PO-M, Fort Knox, KY 40121-5000  
U.S. Army Chemical and Military Police Centers and Fort  
McClellan, ATTN: ATZN-PTS-BM, Fort McClellan, AL 36205-5000  
U.S. Army Aviation Center and Fort Rucker,  
ATTN: ATZQ-DPT-P, Fort Rucker, AL 36362-5000  
U.S. Army Field Artillery Center and Fort Sill,  
ATTN: ATZR-TPP, Fort Sill, OK 73503-5000  
U.S. Army Engineer Center and Fort Leonard Wood,  
ATTN: ATZT-PTM-OP, Fort Leonard Wood, MO 65473-5000  
U.S. Army John F. Kennedy Special Warfare Center and School,  
Fort Bragg, NC 28307-5000  
U.S. Army Training Support Center, ATTN: ATIC-OP,  
Fort Eustis, VA 23604-5000  
U.S. Army Special Operations Command, ATTN: AOOP-POP,  
Fort Bragg, NC 28307-5200  
Installation Support Unit, ATTN: ISU-DM, Camp Robinson,  
North Little Rock, AR 72118-2200  
U.S. Army Ordnance Center and School, ATSL-DRM,  
Aberdeen Proving Ground, MD 21005-5201

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Planning and Execution System 1-97 (TMOPES 1-97)

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U.S. Army Aviation Logistics School, ATTN: ATSQ-LTD-O,  
Fort Eustis, VA 23604-5414  
U.S. Army Chaplain Center and School, Fort Jackson, SC 29207-  
5000  
U.S. Army Element School of Music, ATTN: ATSG-SM-SS,  
Naval Amphibious Base (Little Creek), Norfolk, VA 23521-5249  
U.S. Army Ordnance Missile and Munitions Center and School,  
ATTN: ATSK-A, Redstone Arsenal, AL 35897-6000  
U.S. Army Command and General Staff College, ATTN: ATZL-SWO-CA  
Fort Leavenworth, KS 66027-6900  
Defense Language Institute, Foreign Language Center,  
ATTN: ATFL-OPD, Presidio of Monterey, CA 93944-5006  
U.S. Army Transportation School, ATSP-TDJ-MDPC, Fort Eustis,  
VA 23604-5000  
The Judge Advocate General's School USA, ATTN: JAGS-ADN,  
University of Virginia, Charlottesville, VA 22903-1781  
U.S. Army War College, ATTN: AWCM-P, Carlisle Barracks, PA  
17013-5050  
U.S. Army Sergeants Major Academy, ATTN: ATSS-C,  
Fort Bliss, TX 79918-5000  
Eastern Aviation Training Site, ATTN: EATS-PTM,  
Fort Indiantown Gap, PA 17003-5004  
Western Aviation Training Site, ATTN: WATS-PTM,  
Marana, AZ 85653-9598

HQ TRADOC:

DCST  
DCSCD  
DCSDOC  
DCSRM  
DCSIM  
DCSBOS  
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IG  
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